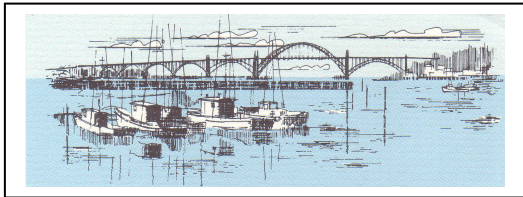




City of Newport



Newport, Oregon *Vision 2020 and Strategic Action Plan*

February 2005

Newport, Oregon

Community Vision 2020 and Action Plan

Community Visioning Steering Committee

Mark Jones	Big Guy's Diner Mayor & Community Visioning Committee Chair
David Bigelow	Samaritan Pacific Communities Hospital
George Boehlert	Hatfield Marine Science Center
Frank Geltner	Oregon Coast Council for the Arts
Roger Haley	NW Natural
Pat Helbling	Oregon Coast Aquarium
Don Mann	Port of Newport
Esther Pinto	BBSI Temporary Agency
Tom Rinearson	Lincoln County School District
Bonnie Saxton	Advantage Coastal Real Estate
Mike Schulz	Sunwest Motors
Lisa Noah	Newport Chamber of Commerce, Committee Staff

Prepared by: Mary Bosch, Principal, Marketek, Portland, Oregon, (503) 638-1615, mary@marketekinc.com

In appreciation

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**Newport, Oregon
Community Vision and Action Plan
February 2005**

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1.0 Introduction

Background

In the fall of 2004, as part of the continuing effort to enhance Newport's quality of life and business climate, the City of Newport and the Greater Newport Chamber of Commerce convened the second community visioning and planning process. The primary purpose of the process was to gain community input and direction on the challenges and opportunities Newport faces and to draft a course of action for the next five years.

This strategic plan update builds upon the visioning/action planning completed in fall of 1999 which included numerous goals and strategies focused on Infrastructure, Image/Identity and Jobs. Subsequently, over the last five years virtually all of the key strategies were completed or addressed, leading to the current update process.

Simultaneous with the visioning process, an Economic Opportunity Assessment was undertaken by the Johnson-Gardener consulting team to analyze industrial lands, assess long term economic development potential and identify target industries and goals for Newport's economic diversification. Because a separate document will be produced from that endeavor, this plan does not encompass economic development goals. However, community comments and input from the visioning survey were shared with the economic consultants.

Process

The Visioning Steering Committee met twice in the fall to organize the planning process and the community survey and assist Chamber staff with publicizing the survey. The survey was available online at the City and Chamber's website. Staff and committee members distributed the survey at meetings of civic groups and through the schools as well as in the *News-Times* and the City's water bills.

A total of 487 surveys were completed, about half of them online. Key issues and themes from the survey were used to update the community vision statement. The Steering Committee then assessed the survey data and identified overarching goals. Key organizations and individuals who were already involved in initiatives related to the goals were invited to help develop strategies. In January, six task forces met to develop goals and action plans on the following broad topic areas: drug prevention, housing, city beautification, transportation, education and youth recreation/child care. Meeting participants are listed in Appendix A. The Steering Committee reviewed and edited these action plans which appear in Section 3.0 of this document.

This document incorporates the complete results of the visioning process and the combined efforts of the Steering Committee, the City of Newport, the Greater Newport Area Chamber of Commerce and the Newport community as a whole. The action plan reflects the commitment made by all participants to enhance the community's quality of life—the way we live, work and enjoy our city's abundant recreational opportunities. The plan is intended to be a dynamic document, kept up-to-date through active implementation committees and overall monitoring and management by the City and the Chamber. All Newport residents are invited and encouraged to participate in achieving the vision and plan for success.

2.0 Community Vision

Newport Survey Summary

The community vision was updated through the results of the community survey. Key themes from the survey that form the vision are summarized below. The survey document appears in Appendix B and detailed survey results are found in Appendix C.

- Survey respondents recognize that an economic turnaround requires an investment in long-range planning. Many believe that in the short term a concerted effort to beautify the city and enforce appropriate ordinances would provide a strong foundation for creating optimism for the future. Community residents also believe that a beautification effort would encourage a level of volunteerism and commitment to community that would contribute in a very positive way to the long term health of Newport.
- An overriding concern is that Newport offers limited job and business development opportunities and needs to expand the economic base. Respondents were equally divided in describing the business climate as good or poor. Overall, the impression given conveys the feeling that citizens are frustrated by a poor economy and increasing evidence of homelessness and drug dependency. Not a single respondent believed that job opportunities in Newport were excellent.
- While Newport clearly has resources which can serve as a vital foundation for stability and future growth, the respondents voiced a strong need to improve the physical appearance of the city, particularly along Hwy 101. Many believe that Newport's immense natural beauty is undermined by the negative features of Hwy 101—heavy traffic, strip mall developments, utility poles, poor signage and empty stores—all contributing to a negative image of the community, as well as posing danger and inconvenience to bikers and pedestrians.
- Education quality is a concern to many Newport citizens. Of those who rated Newport's education offerings, less than 50% found it good or excellent. Written comments criticize the steady decrease in funding and the deteriorating physical plant at the high school. The Oregon Coast Community College is considered a great asset, but some are concerned that its facilities and programs will not measure up to a standard of excellence that can provide a cornerstone for future growth.
- The community takes great pride in such resources as the Hatfield Marine Science Center and the Performing Arts Center, and recognizes them as sources of untapped potential for developing the economy and enhancing quality of life. Residents are also proud of Newport's heritage as a vital fishing center, and believe that the fishing industry and a working bay front are important to the community's future identity.
- Health care; community involvement in decision-making; dirty water; assuring beach access....all are important issues.

Newport Vision 2020

In the year 2020 Newport is enjoying unprecedented prosperity. The city's success is the direct result of adhering to a strategy that combines sustaining its historic traditions while meeting the demands of growth and a diversified 21st Century economy. Tourism and an active fishing industry continue to thrive. Cultural opportunities abound in Newport in both the fine and performing arts. These long-standing assets have been bolstered by a strong high-tech business base focused on marine science.

A range of educational opportunities from providing essential job skills to sophisticated scientific research is advanced by the Hatfield Marine Science Center, the Oregon Coast Aquarium and Oregon Coast Community College.

Perhaps most importantly, Newport has been successful in seamlessly integrating its natural beauty with its urban design.

HARMONY BETWEEN NEWPORT'S NATURAL BEAUTY AND BUILT ENVIRONMENT

Newport's physical beauty has been fully integrated into its urban design through the transformation of the Highway 101 corridor. Once an eyesore, Highway 101 now offers a warm welcome to travelers and residents alike. Improvements in traffic flow have kept pace with increases in traffic density. More importantly, the landscaping, streetscape improvements, and enticing store fronts urge drivers to stop and visit. Attractive signage to the city's multiple attractions encourage visitors to expand their list of things to see and do in Newport.

Pedestrians and cyclists safely share the roads with automobiles and the city's upgraded public transportation system. All of Newport's residential streets are fully paved. The new water treatment plant has rendered citizen concern about water quality a distant memory.

Whether on a shopping trip, heading for the beach, or sitting down to a fresh seafood meal, Newport residents enjoy a high quality of life. Through all its change and growth, the city's natural beauty is apparent at every turn.

ECONOMIC TURNAROUND AND PROSPERITY

*"Newport is known as the most livable community on the coast, with a small town quality of life but with big city amenities and jobs."
(Survey Respondent, 2004)*

Spear-headed by the successful recruitment and development of a variety of high tech and modern industrial employers, growth in family-wage jobs in Newport has contributed to a strong, stable economic base. The Hatfield Marine Science Center (HMSC) has anchored the growth, expanding its reputation as a leader in marine research and technological innovation. Improved job opportunities have also resulted from the expansion of quality programs at Oregon Coast Community College (OCCC). Offerings at OCCC range from essential training in basic job skills to in-depth programs in

information technology, health-related professions and aquarium science--the only one of its kind in the world.

Newport's event center is a success by all accounts. Booked year-round, it attracts groups from far and wide with many taking advantage of the frequent commuter flights operating out of the airport. Hotels, restaurants and recreational and cultural venues share the success.

Newport's commitment to provide support and services to an active fishing fleet is yet another distinguishing feature of its economy. The arts community stands out as one of the major industry clusters in Newport, contributing to the attractiveness of the community to potential businesses and residences alike.

Further contributing to economic stability is the development of quality housing appropriate for a broad range of incomes. The diverse population is also served by a full range of shopping choices, from locally-owned boutiques to select national retailers.

OUTSTANDING PUBLIC EDUCATION

"By supporting local public education and doing everything we can for the children of our community, everything else will fall into place, because the focus will be on the right things." (Survey Respondent, 2004)

The renovated and expanded high school celebrated its 8th anniversary in 2020. The Newport community's commitment to first-rate school facilities and programming has attracted educators of the highest quality. Some members of the class of 2014 are now graduate interns at HMSC. A significant number of high school seniors are taking advantage jump-starting their college education through courses at OCCC.

K-12 students enjoy extended athletic and cultural extra-curricular opportunities and recreational programs that involve the overwhelming majority of Newport youth, who are attracted by the swimming pool and the turf playing fields that allow year-round use.

UNPARALLELED CULTURAL RESOURCES

"... Newport is known as a town with a working waterfront and community integrated into its natural setting that offers a unique 'dynamic', showcasing/ integrating arts, natural resources, and tourism." (Survey Respondent, 2004)

Newport's attraction for residents and visitors is also the result of its longstanding commitment to quality cultural programming designed to appeal to diverse tastes. Expanded Oregon Coast Aquarium programs made possible through an active volunteer base and a deepened collaboration with HMSC and other community partners, attract a whole new generation of visitors. Tourists choose to extend the time they stay in Newport not only because of the range of recreational opportunities, but also to enjoy an impressive array of arts and cultural opportunities, a deserved source of civic pride.

HIGH QUALITY HEALTH CARE

One of Newport's proudest assets is its outstanding hospital and the first-rate physicians who have chosen to practice medicine in the city. Residents are now spared a long journey into the central valley to receive quality health care, due to collaboration with large providers in metro areas.

A SPIRIT OF COLLABORATION

"I just know that to be the best community on the coast, we have to work together, trust each other and share our efforts toward success." (Survey Respondent, 2004)

Newport's emergence as the gem of the Oregon coast would never have been possible without the positive collaboration among community leaders from all sectors that sustained progress even through times of struggle and doubt. Volunteers led the charge in cleaning up vacant lots along Highway 101 that was the springboard for the strip's transformation. When the community sought to confront the methamphetamine epidemic of the early 21st Century, success resulted from the combined efforts of health professionals, government leaders, educators, and many caring local people.

This legacy of cooperation is at the core of what makes Newport one of Oregon's most progressive, highly livable small cities. As many residents and out of towners are quick to express, what truly distinguishes Newport from other coastal communities is the *people*. Even with change, Newport "remains the friendliest town on the coast."

3.0 Action Plan

City Beautification GOAL 1: Make the City's appearance more inviting through beautification of the Highway 101 corridor.

Issues: 'Highway 101 is viewed as an eyesore and being out of sync with Newport's natural environment. Newport needs to 'raise the bar' regarding both expectations of and the commitment to a positive, unique image throughout the Newport community

Strategy 1		Ensure City's landscape ordinance succeeds		
Action 1.1	Identify types of trees, shrubs appropriate to highway and coastal landscaping.	Schedule: 2005 2006 2007+		
	<u>Team Leader:</u> City /Planning commission <u>Collaborators:</u> Ann Holder ODOT Community Development. <u>Resources Needed:</u> Coordinator, Master Gardeners and Chamber			
Action 1.2	Develop an enforcement program <i>with teeth</i> . For example, conditional use permit may require a fine or payment/bond up front.	Schedule: 2005 2006 2007+		
	<u>Team Leader:</u> City/Planning Commission <u>Collaborators:</u> Chamber <u>Resources Needed:</u>			

Strategy 2		Expand and support Lincoln County's litter patrol		
Action 2.1	Ask that areas within the city limits be added to ODOT's litter patrol area of coverage.	Schedule: 2005 2006 2007+		
	<u>Team Leader:</u> ODOT <u>Collaborators:</u> Chamber, City <u>Resources Needed:</u> Juvenile Detention Program			
Action 2.2	Invite service organizations and clubs to participate in litter patrol.	Schedule: 2005 2006 2007+		
	<u>Team Leader:</u> Chamber <u>Collaborators:</u> Service Club/Organizations <u>Resources Needed:</u>			

Strategy 3	Assess the need for garbage receptacles at areas on Hwy 101 and other locations		
Action 3.1	Identify or create a standard for the frequency of garbage cans on busy commercial transportation corridors. <u>Team Leader:</u> City <u>Resources Needed:</u>	<u>Collaborators:</u> Chamber, ODOT	Schedule: 2005 2006 2007+
Action 3.2	Inventory what exists and measure against the standard to understand potential 'gap,' or need. <u>Team Leader:</u> City <u>Resources Needed:</u>	<u>Collaborators:</u> Chamber	Schedule: 2005 2006 2007+

City Beautification GOAL 2: Complete Highway 101 Corridor Neighborhood Plan			
Strategy 1	Develop a Highway 101 Landscape Plan		
Action 1.1	Develop a Highway101 Landscape district plan and emphasizing key gateway/entry areas. From 26 th to 20 th Streets, 20 th to Olive Street, and Olive Street to the Bridge <u>Team Leader:</u> Chamber Beautification Committee <u>Collaborators:</u> City: Planning Dept., Parks and Recreation, Public Works, ODOT, Master Gardeners, Business Owners, Christine Ramsted, Oregon Department of Forestry <u>Resources Needed:</u>		Schedule: 2005 2006 2007+ X
Action 1.2	Pursue the "Adopt a Landscape" Program offered by ODOT. <u>Team Leader:</u> Chamber <u>Resources Needed:</u>	<u>Collaborators:</u> City, ODOT	Schedule: 2005 2006 2007+ X
Action 1.3	Visit communities that have organized a highway beautification program: Sweet Home, Lebanon, N. Bend/Coos Bay. <u>Team Leader:</u> Chamber <u>Resources Needed:</u>	<u>Collaborators:</u> City	Schedule: 2005 2006 2007+ X

Action 1.4	Obtain maps of ODOT right of way and city zoning to suggest best landscape design. <u>Team Leader:</u> Chamber <u>Collaborators:</u> City, ODOT <u>Resources Needed:</u>	Schedule: 2005 2006 2007+
		X
Action 1.5	Incorporate pedestrian and cyclist perspective at every phase, seeking separation from roadway, establishing trail systems, paths as possible and designating specific bike trails such as Ocean View Drive. <u>Team Leader:</u> City/Bike & Pedestrian Committee <u>Collaborators:</u> Chamber <u>Resources Needed:</u>	Schedule: 2005 2006 2007+
		X
Action 1.6	Ensure that a workable maintenance program is part of the strategy, such as a refundable deposit. <u>Team Leader:</u> City/Planning Commission <u>Collaborators:</u> Chamber <u>Resources Needed:</u>	Schedule: 2005 2006 2007+
Action 1.7	Ensure business owner participation and ongoing education about cost/benefit of landscaping to their business and overall ability to attract customers to the community. <u>Team Leader:</u> Chamber <u>Collaborators:</u> <u>Resources Needed:</u>	Schedule: 2005 2006 2007+
		X

Strategy 2	Support the review and potential revision of the city sign ordinance by neighborhood districts			
Action 2.1	Host an educational seminar for business owners on appropriate highway commercial signage for projecting a quality image. <u>Team Leader:</u> Chamber <u>Resources Needed:</u>		Schedule:	
			2005	2006 2007+
			X	
Action 2.2	Identify model Oregon communities who have succeeded with sign ordinances. Invite representatives to make presentations to Newport business community. <u>Team Leader:</u> Chamber <u>Resources Needed:</u>		Schedule:	
			2005	2006 2007+
			X	

Strategy 3	Complete under-grounding of utility poles on Highway 101			
Action 3.1	Underground utilities from Highway 20 to the Bridge by 2005.		Schedule:	
	Team Leader: CityCollaborators:		2005	20062007+
	Resources Needed:		X	

Action 3.2	Underground utilities from Highway 20 to Best Western; ensure this initiative is coordinated with landscaping strategy (ex: coordinate w/ creating an underground water system). <u>Team Leader:</u> City <u>Resources Needed:</u>	Schedule: 2005 2006 2007+		
Action 3.3	Explore the opportunity for attractive banners on new light posts on 101. <u>Team Leader:</u> City <u>Resources Needed:</u>	Schedule: 2005 2006 2007+		
		X		
Strategy 4 Develop façade improvement program for key commercial areas				
Action 4.1	Organize design review team(s) for key commercial areas modeled after Nye Beach: North end, downtown, Bay front, etc. Begin with concept plan in the downtown by 2007. <u>Team Leader:</u> City/Planning <u>Resources Needed:</u>	Schedule: 2005 2006 2007+		
		X		
Strategy 5 Create redevelopment strategy/concept plan for the old city center area north of the Bridge				
Action 5.1	Develop concept plan to improve and revitalize the downtown area. <u>Team Leader:</u> City <u>Collaborators:</u> ODOT, Armory, historical society, property owners, Hospital, Salvation Army <u>Resources Needed:</u>	Schedule: 2005 2006 2007+		
		X		
Action 5.2	Develop strategy to fill empty storefronts in downtown that will be vacated by OCCC. <u>Team Leader:</u> City/Chamber <u>Resources Needed:</u>	Schedule: 2005 2006 2007+		
		X		
Strategy 6 Create a neighborhood parking plan to address parking needs and related regulatory issues.				
Strategy 6	<u>Team Leader:</u> City <u>Resources Needed:</u>	<u>Collaborators:</u>		

City Beautification GOAL 3: Complete South Beach Corridor Neighborhood Plan

Strategy 1		Develop a South Beach Landscape Plan		
Action 1.1	Develop a South Beach landscape district plan, emphasizing key gateway/entry areas from Bridge to Airport.	Schedule:		
		2005	2006	2007+
	<u>Team Leader:</u> Chamber Beautification Committee <u>Collaborators:</u> City: Planning Dept., Parks and Recreation, Public Works, ODOT, Master Gardeners, Business Owners, Christine Ramsted, Oregon Department of Forestry <u>Resources Needed:</u>	X		
Action 1.2	Pursue the "Adopt a Landscape" Program offered by ODOT. <u>Team Leader:</u> Chamber <u>Collaborators:</u> City, ODOT <u>Resources Needed:</u>	Schedule:		
		2005	2006	2007+
		X		
Action 1.3	Visit communities that have organized a highway beautification program: Sweet Home, Lebanon, N. Bend/Coos Bay. <u>Team Leader:</u> Chamber <u>Collaborators:</u> City <u>Resources Needed:</u>	Schedule:		
		2005	2006	2007+
		X		
Action 1.4	Obtain maps of ODOT right of way and city zoning to suggest best landscape design. <u>Team Leader:</u> Chamber <u>Collaborators:</u> City, ODOT <u>Resources Needed:</u>	Schedule:		
		2005	2006	2007+
		X		
Action 1.5	Incorporate pedestrian and cyclist perspective at every phase, seeking separation from roadway, establishing trail systems, paths as possible and designating specific bike trails such as Ocean View Drive. <u>Team Leader:</u> Bike/Pedestrian Committee <u>Collaborators:</u> City, ODOT <u>Resources Needed:</u>	Schedule:		
		2005	2006	2007+
		X		
Action 1.6	Ensure that a workable maintenance program is part of the strategy, such as a refundable deposit. <u>Team Leader:</u> City Planning <u>Collaborators:</u> City, Chamber, Bike/Pedestrian Committee <u>Resources Needed:</u>	Schedule:		
		2005	2006	2007+

Action 1.7	Ensure business owner participation and ongoing education about cost/benefit of landscaping to their business and overall ability to attract customers to the community. <u>Team Leader:</u> Chamber <u>Collaborators:</u> City <u>Resources Needed:</u>	Schedule:		
		2005	2006	2007+
		X		

Strategy 2	Support the review and potential revision of the city sign ordinance by neighborhood district			
Action 2.1	Host an educational seminar for business owners on appropriate highway commercial signage for projecting a quality image. <u>Team Leader:</u> Chamber <u>Collaborators:</u> City <u>Resources Needed:</u>	Schedule:		
		2005	2006	2007+
		X		
Action 2.2	Identify model Oregon communities who have succeeded with sign ordinances. Invite representatives to make presentations to Newport business community. <u>Team Leader:</u> City/Chamber <u>Collaborators:</u> <u>Resources Needed:</u>	Schedule:		
		2005	2006	2007+
		X		

Strategy 3	Develop façade improvement program unique to the South Beach area			
Action 3.1	Organize design review team for core commercial area modeled after Nye Beach. <u>Team Leader:</u> City Planning <u>Collaborators:</u> South Beach Merchants/Residents <u>Resources Needed:</u>	Schedule:		
		2005	2006	2007+
		X		
Action 3.2	Support South Beach planning and implementation process and incorporate specific façade improvement recommendations from earlier planning efforts. <u>Team Leader:</u> City/South Beach Merchants <u>Collaborators:</u> <u>Resources Needed:</u>	Schedule:		
		2005	2006	2007+
		X		

Strategy 4	Create neighborhood parking plan to address parking needs and related regulatory issues			
	<u>Team Leader:</u> City Planning <u>Collaborators:</u> <u>Resources Needed:</u>			

Strategy 5	Implement South Beach Conceptual Land Use Plan		
	<u>Team Leader:</u> City Planning		<u>Collaborators:</u>
	<u>Resources Needed:</u>		

Affordable Housing GOAL: Increase the supply of quality, low-to-moderate income housing

Issues: limited land supply, incomes, housing stock and aesthetics of existing affordable properties.

60% of homes in Newport are 20years old or older. Average price of newly constructed SF home in Newport is \$200-\$250,000

Supply of for sale homes is extremely limited. As of Jan 2005, only 8 homes listed b/w \$100-\$200,000

Many 2nd and 3rd home owners are buying properties. Newport resident incomes are well below the state.

Strategy 1	Encourage development of new or rehabilitated affordable housing		
Action 1.1	Explore potential for City-related actions such as waiving development fees to affordable housing developers, donating city-owned parcels, examining the zoning code to ensure there are no barriers to developing town homes or mixed-use development, as a land-use efficient approach to development and potential incentives that can be provided. <u>Team Leader:</u> City <u>Resources Needed:</u>	Schedule: 2005 2006 2007+	
		X	

Strategy 2	Organize county-wide housing summit to encourage, retain and expand the low-to-moderate housing inventory		
Action 2.1	Plan for summit in 2005. <u>Team Leader:</u> Housing Network <u>Collaborators:</u> State, agencies in network, realtors, bankers, Habitat for Humanity <u>Resources Needed:</u>	Schedule: 2005 2006 2007+	
		X	
Action 2.2	Host summit in Newport (2006). <u>Team Leader:</u> Housing Network <u>Collaborators:</u> Agencies in network, realtors, bankers, Habitat for Humanity <u>Resources Needed:</u>	Schedule: 2005 2006 2007+	
		X	

Strategy 3	Preserve and retain the existing low income housing stock			
Action 3.1	Acquire rental property that becomes available and keep in low income housing inventory. <u>Team Leader:</u> LC Housing Authority <u>Collaborators:</u> CDC <u>Resources Needed:</u>		Schedule: 2005 2006 2007+	
			X X X	
Strategy 4	Explore the possibility of land banking developable property/parcels for low income housing with a goal of \$1 million in property to develop over ten years			
Action 4.1	Pursue local and regional foundation funds. <u>Team Leader:</u> Housing Network <u>Collaborators:</u> <u>Resources Needed:</u>		Schedule: 2005 2006 2007+	
Action 4.2	Initiate discussion of land banking options, including through establishment of land trusts in 2005. <u>Team Leader:</u> Housing Network <u>Collaborators:</u> Realtors Association <u>Resources Needed:</u>		Schedule: 2005 2006 2007+	
			X	
Strategy 5	Explore ‘planned giving’ as an approach to individuals or others donating their homes or properties in their wills to a nonprofit for the purpose of securing affordable housing			
Action 5.1	Call a meeting with select local professionals (CPAs, attorneys, insurance providers) to identify the steps in planned giving and how to identify/educate the ‘target market’ and promote the opportunity to interested persons as estate plans and wills are developed. <u>Team Leader:</u> Chamber of Commerce <u>Collaborators:</u> hospital <u>Resources Needed:</u>		Schedule: 2005 2006 2007+	
			X	
Action 5.2	Meet with other Newport nonprofits interested in exploring planned giving as a resource development strategy. Consider the possibility of this strategy on a community-wide basis. <u>Team Leader:</u> Chamber of Commerce <u>Collaborators:</u> other nonprofits <u>Resources Needed:</u>		Schedule: 2005 2006 2007+	
			X	

Strategy 6	Provide education and outreach to key stakeholders on affordable housing options			
Action 6.1	Publicize existing programs for safe, decent and affordable housing. EX Educate renters about the benefits of home ownership and avenues to pursue this alternative. Do public presentations, radio and print articles. <u>Team Leader:</u> Gina Umble, Housing Resource Coordinator <u>Collaborators:</u> <u>Resources Needed:</u>		Schedule: 2005 2006 2007+	
			X	
Action 6.2	Educate developers and community leaders about trends, interest and benefits of town home and mixed use development. <u>Team Leader:</u> Realtors Association <u>Collaborators:</u> City, Chamber <u>Resources Needed:</u>		Schedule: 2005 2006 2007+	
			X	
Strategy 7	Identify housing gaps for special needs populations such as seniors, the disabled, persons with mental health issues and individuals pursuing drug rehabilitation			
Action 7.1	Host an organizing meeting to discuss existing resources and gaps in services. <u>Team Leader:</u> Housing Authority <u>Collaborators:</u> Senior Citizens groups, Sr & Disabled Office, Mental Health Department, Shangri-La, Office for the Developmental Disabled <u>Resources Needed:</u>		Schedule: 2005 2006 2007+	
Strategy 8	Expand the Lincoln County Housing Network			
Action 8.1	Invite bankers, realtors, major employers and others with a stake and an interest in the affordable housing market. <u>Team Leader:</u> CDC (Bart) <u>Collaborators:</u> <u>Resources Needed:</u>		Schedule: 2005 2006 2007+	
			X	

Strategy 9	Monitor legislation and regulation at local level to ensure affordable housing perspective is considered and represented		
Action 9.1	Create a communication link or connection between the Association of Oregon Community Development Organizations (AOCD) and the Chamber.	Schedule: 2005 2006 2007+	
	<u>Team Leader:</u> Network and Housing authority <u>Collaborators:</u> O.A. Realtors, LC Board of Realtors <u>Resources Needed:</u>	X	

Education GOAL 1: Create community vision and plan for improving the local public school system

Issue: The quality of K-12 education and deteriorated facilities are top community concerns

Strategy 1	Develop ongoing, positive public relations campaign. <u>Purpose:</u> overcome negative perceptions about and regain trust in local education system, to promote Newport schools' many accomplishments and to encourage public understanding that the schools are doing a good job despite their many challenges.		
Action 1.1	Identify a series of positive, factual messages to target toward the local media. EX: Of the state's 3A schools, Newport HS has the greatest number of advanced classes. EX: Many graduates go to top-ranked colleges including Yale. EX: Of the 3A schools, Newport's sports teams are at the top academically. EX: International Baccalaureate (IB) program, developed by parents. <u>Team Leader:</u> Site Councils <u>Collaborators:</u> Chamber, Superintendent's Office, Teachers union, service organizations with kid focus <u>Resources Needed:</u> Time, possibly paid position	Schedule: 2005 2006 2007+	
		X	
Action 1.2	Create a speaker's bureau for presentations to local organizations and key target markets about the positive activities of schools Utilize school youth, the superintendent, parents and others as ambassadors and spokes persons. <u>Team Leader:</u> Site Councils <u>Collaborators:</u> Chamber, Superintendent's Office, Teachers union, service organizations with kid focus <u>Resources Needed:</u>	Schedule: 2005 2006 2007+	

Action 1.3	Expand site councils and volunteers to help identify and broadcast positive stories. <u>Team Leader:</u> Site Councils <u>Collaborators:</u> Chamber, Superintendent's Office, Teachers union, service organizations with kid focus <u>Resources Needed:</u>	Schedule:
		2005 2006 2007+
Action 1.4	Obtain expert assistance from others on creative PR/marketing strategies: what have other schools done? What PR/image/marketing professionals in the community can be asked to help? <u>Team Leader:</u> : Site Councils <u>Collaborators:</u> Chamber, Superintendent's Office, Teachers union, service organizations with kid focus <u>Resources Needed:</u>	Schedule:
		2005 2006 2007+
Action 1.5	Tap journalism students at HS and/or OCCC students to develop a comprehensive, creative public relations strategy and 'take charge' of changing the image of schools. <u>Team Leader:</u> NHS Principal <u>Collaborators:</u> <u>Resources Needed:</u>	Schedule:
		2005 2006 2007+
Action 1.6	Work to obtain a dedicated position focusing on school PR and community relations. <u>Team Leader:</u> LCSD Superintendent <u>Collaborators:</u> LCSD Board <u>Resources Needed:</u>	Schedule:
		2005 2006 2007+

Strategy 2	Actively engage the community in supporting and working with the Newport School System		
Action 2.1	Hire/recruit a volunteer coordinator/business-education coordinator to help solicit participation and aid from individuals, businesses, organizations and other potential school supporters and partners. <u>Team Leader:</u> LCSD Superintendent <u>Collaborators:</u> LCSD Board <u>Resources Needed:</u>	Schedule:	
		2005 2006 2007+	
Action 2.2	Identify alternative methods and outlets for providing special, co-curricular and community-essential programs ranging from drivers ed and auto shop to job shadowing, school clubs, entrepreneurship programs, including the 'adopt a class' program and/or "sponsor a program" similar to Waldport. <u>Team Leader:</u> Chamber <u>Collaborators:</u> retirees, educators, business people (Ex: Dean Pilstrom), LCSD Superintendent, NHS Principal <u>Resources Needed:</u>	Schedule:	
		2005 2006 2007+	

Action 2.3	Using the International Baccalaureate curriculum as a model, encourage all youth to do a community project. <u>Team Leader:</u> LCSD Superintendent <u>Collaborators:</u> NHS Principal <u>Resources Needed:</u>	Schedule: 2005 2006 2007+
Action 2.4	Seek out and document examples of other schools with similar socioeconomics where parent involvement is high. <u>Team Leader:</u> Site Councils <u>Collaborators:</u> NHS Principal <u>Resources Needed:</u>	Schedule: 2005 2006 2007+
Action 2.5	Tap the ideas and success of the volunteer-strong Oregon Coast Aquarium and local technical assistance providers who are knowledgeable regarding: Marketing to Recruit Volunteers. <u>Team Leader:</u> Site Councils <u>Collaborators:</u> NHS Principal <u>Resources Needed:</u>	Schedule: 2005 2006 2007+
Action 2.6	Seek out the ASPIRE program from the State Student Assistant Commission, which helps engage parents in mentoring youth for college prep. <u>Team Leader:</u> Site Councils <u>Collaborators:</u> NHS Principal <u>Resources Needed:</u>	Schedule: 2005 2006 2007+
Action 2.7	Support the Chalkboard Project, a statewide initiative to engage the local community in a dialogue around education-related issues and values. <u>Team Leader:</u> LCSD Board <u>Collaborators:</u> K-12 Schools, Site Councils, Chamber <u>Resources Needed:</u>	Schedule: 2005 2006 2007+

Strategy 3	Create the Newport School Foundation to help stabilize school funding and to channel resources to the most pressing needs.		
Action 3.1	Organize a local committee of interested persons and organizational representatives to explore what other districts have done. <u>Team Leader:</u> Rotary <u>Resources Needed:</u>	<u>Collaborators:</u> Optimists, service clubs	Schedule: 2005 2006 2007+
Action 3.2	Invite representatives from other established community foundations to share how they got started and what they have done. <u>Team Leader:</u> Rotary <u>Resources Needed:</u>	<u>Collaborators:</u> Optimists, service club	Schedule: 2005 2006 2007+
Strategy 4	Develop a system to reward excellent teachers <u>Team Leader:</u> Site Council <u>Resources Needed:</u>		
Strategy 5	Explore an aggressive, ongoing and highly publicized initiative to improve school curriculum with and without the IB program <u>Team Leader:</u> LCSD Superintendent <u>Resources Needed:</u>		
	<u>Collaborators:</u> Parents, students		
	<u>Collaborators:</u> Site Councils, School Principals		

Education GOAL 2: Develop and encourage post-secondary education

Issue: The community highly values what the OCCC offers to area residents and is eager to help extend the College's services.

Strategy 1	Complete the construction of OCCC		
	<u>Team Leader:</u> OCCC		<u>Collaborators:</u>
	<u>Resources Needed:</u>		

Strategy 2	Support educational programs that enhance our workforce			
Action 2.1	Identify workforce skills needed from business and industry employers.			Schedule:
				2005 2006 2007+
	<u>Team Leader:</u> Region 4 Workforce Investment Board (WIB) <u>Collaborators:</u> Business community, Chamber.			
Action 2.2	Help OCCC with program development for associate degrees tied to workforce training needs.			Schedule:
				2005 2006 2007+
	<u>Team Leader:</u> OCCC <u>Collaborators:</u> WIB, Business Community, Chamber			
	<u>Resources Needed:</u>			

Drug Prevention GOAL: Organize a community-wide campaign to confront drug abuse, reduce the drug supply, prevent drug usage in Newport

Issues: The Newport community is highly concerned about the escalating drug use and associated crime and vagrancy. 95% of criminal cases are tied to meth, other drugs and alcohol abuse. In 2004, Oregon was #1 in the nation in meth treatment demand, #49 in resources available for treatment, and #2 in teen addiction.

Strategy 1	Support the DA's office efforts to improve standards and bring Lincoln County District Attorney's office up to national standard of staff vs. caseload numbers
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Strategy 2	Seek to stabilize funding for Victim’s Assistance Program at County			
Action 2.1	Create specific fund development strategy for Coalition. <u>Team Leader:</u> Partnership Against Alcohol & Drug Awareness (PAADA) <u>Collaborators:</u> <u>Resources Needed:</u>	Schedule: 2005 2006 2007+		
Action 2.2	Work with one or more grant writers to assess funding gaps and explore new funding sources. Ask for volunteer grant writers at Community Summit in May. <u>Team Leader:</u> PAADA <u>Collaborators:</u> <u>Resources Needed:</u>	Schedule: 2005 2006 2007+		
Strategy 3	Enhance care for the growing number of children of drug users			
Action 3.1	Improve connections to medical community/hospital and children’s groups including Dept of Human Services, Juvenile Dept., Advocacy Center. <u>Team Leader:</u> <u>Collaborators:</u> <u>Resources Needed:</u>	Schedule: 2005 2006 2007+		
Action 3.2	Educate the medical community re: drug exposure assessments. <u>Team Leader:</u> <u>Collaborators:</u> <u>Resources Needed:</u>	Schedule: 2005 2006 2007+		
Action 3.3	Work with DHS and others on the appropriate placement of endangered children. <u>Team Leader:</u> <u>Collaborators:</u> <u>Resources Needed:</u>	Schedule: 2005 2006 2007+		
Action 3.4	Review what other counties are doing in pursuit of alternatives to ‘sending kids back home.’ <u>Team Leader:</u> <u>Collaborators:</u> <u>Resources Needed:</u>	Schedule: 2005 2006 2007+		
Action 3.5	Encourage hospitals to provide urinalysis for parents. <u>Team Leader:</u> <u>Collaborators:</u> <u>Resources Needed:</u>	Schedule: Schedule: 2005 2006 2007+		
Action 3.6	Develop a public campaign for respite or foster care. <u>Team Leader:</u> <u>Collaborators:</u> <u>Resources Needed:</u>	Schedule: 2005 2006 2007+		

Strategy 4		Develop a comprehensive community education and outreach campaign		
Action 4.1	Host community sponsored forums for families and parents. Educate regarding the costs of drug use to the community: theft, violence, property destruction, employer costs (absenteeism, theft), water system toxicity, health issues. <u>Team Leader:</u> PAADA <u>Resources Needed:</u>	<u>Collaborators:</u> Altrusa, Kiwanis, Optimists, Rotary, Elks	Schedule:	
			2005	2006 2007+
Action 4.2	Host Chamber sponsored forums for businesses to educate on similar issues. <u>Team Leader:</u> Chamber <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule:	
			2005	2006 2007+
Action 4.3	Help organize, publicize and make a success of the 2nd Lincoln County Drug Summit in Newport, May 2005. <u>Team Leader:</u> <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule:	
			2005	2006 2007+
Action 4.4	Encourage visible messages and signage for residents, businesses, and visitors at the city entrances: <i>No Meth Not Here</i> <u>Team Leader:</u> PAADA <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule:	
			2005	2006 2007+
Action 4.5	Encourage businesses to promote a drug-free workplace with Meth Watch signs in businesses, drug testing, etc. <u>Team Leader:</u> Chamber <u>Resources Needed:</u>	<u>Collaborators:</u> PAADA	Schedule:	
			2005	2006 2007+
Action 4.6	Encourage creation of Parent Safe Network (group of parents who support a drug and alcohol-free environment) with the first step of developing Parent-Youth contracts re: drinking. <u>Team Leader:</u> Newport School District <u>Resources Needed:</u>	<u>Collaborators:</u> PAADA	Schedule:	
			2005	2006 2007+
Action 4.7	Write a monthly article on D&A awareness and issues for chamber newsletter. <u>Team Leader:</u> Barbara <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule:	
			2005	2006 2007+
Action 4.8	Develop and implement a comprehensive and consistent drug awareness and prevention curriculum in the schools down through elementary grades, as part of the health education program. <u>Team Leader:</u> Newport School District <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule:	
			2005	2006 2007+

Strategy 5	Improve youth connections throughout the community as part of drug prevention activities		
Action 5.1	Expand Red Ribbon Week to include Kids Anti-Drug Parade. <u>Team Leader:</u> <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule: 2005 2006 2007+
Action 5.2	Host an Awards Assembly recognizing <i>non-academic</i> youth accomplishments; include rewards such as family dinner in recognition for child. <u>Team Leader:</u> School principals <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule: 2005 2006 2007+
Action 5.3	Work with child care, recreation and art/culture partners to offer discounts for youth/families in need for supervised after school activities and programs. <u>Team Leader:</u> <u>Resources Needed:</u>	<u>Collaborators:</u> Altrusa, Kiwanis, Optimists, Rotary, Elks	Schedule: 2005 2006 2007+

Strategy 6	Create a resource network to provide ongoing support and accountability for former drug users to sustain a drug-free life		
Action 6.1	Explore ways to offer temporary housing (special needs). See Housing Goal. <u>Team Leader:</u> <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule: 2005 2006 2007+
Action 6.2	Work with parole officers to create support group for success. <u>Team Leader:</u> <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule: 2005 2006 2007+

Youth Recreation/Child Care GOAL 1: Provide adequate youth programs to meet the needs of Newport families

Issues: Youth recreation programming, especially after school, is lacking. Age 13 & over group not well served. Children of different ages from same family often have to go for care to different locations. Teen Club trying to form, but need support.

Strategy 1	Create new activities, programs and/or positive places for youth to engage in, particularly after school		
Action 1.1	Hold one or more focus groups or surveys of local youth regarding their needs and interests; engage youth in planning process. <u>Team Leader:</u> Rec Center <u>Resources Needed:</u>	<u>Collaborators:</u> Newport Schools, OCCC	Schedule: 2005 2006 2007+
			X
Action 1.2	Form a Youth Development Coordinating Group to organize youth programs, teen center, activities (Be sure to include groups representing non-English speakers). <u>Team Leader:</u> Rec Center <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule: 2005 2006 2007+
			X
Action 1.3	Support the county-wide Youth Development Coalition. (Coordinate calendars and activities; share by-laws w/ interested persons). <u>Team Leader:</u> Rec Center <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule: 2005 2006 2007+
			X

Strategy 2	Develop a Youth Recognition/Leadership Program		
Action 2.1	Form committee of all service clubs focused on helping youth. <u>Team Leader:</u> Chamber <u>Resources Needed:</u>	<u>Collaborators:</u> Rotary, Schools, Chamber, etc.	Schedule: 2005 2006 2007+
			X
Action 2.2	Identify opportunities for youth volunteerism in Newport. <u>Team Leader:</u> <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule: 2005 2006 2007+
			X

Youth Recreation/Child Care GOAL 2: Develop a certified child care facility at the old city hall to meet the demand for child care in Newport that is affordable and offers quality child care jobs
Issue: Newport's population of low-wage earners and those employed in industries with non-traditional hours (tourism, health care) face unique challenges for child care—must be affordable and flexible (nights/weekends). Quality child care is lacking throughout the community.

Strategy 1		Form a Child Care Center Project Team and game plan		
Action 1.1	Identify a cross-section of key project constituents with good community connections and a commitment to making the center happen. <u>Team Leader:</u> <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule:	
			2005	2006 2007+
Action 1.2	Encourage partnerships with the hospital, the Community Services Consortium, the Siletz Tribe and others who can provide training, support, grant writing assistance and other resources. <u>Team Leader:</u> <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule:	
			2005	2006 2007+

Strategy 2		Organize public relations to share the vision and existing plan with target audiences in the Newport Community		
Action 2.1	Create a public relations committee to share the vision and existing plan with target audiences in the Newport Community. <u>Team Leader:</u> Family Community Education (FCE) <u>Collaborators:</u> City, Chamber <u>Resources Needed:</u>		Schedule:	
			2005	2006 2007+
Action 2.1	Develop a catchy project name and use in all promotions, fund development and educational activities. EX: The Child Care Center Barn Raising Campaign. <u>Team Leader:</u> <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule:	
			2005	2006 2007+

Strategy 3	Develop and implement a comprehensive fund development plan			
Action 3.1	Create a high visibility fund raising committee. Team Leader: John Resources Needed:	Collaborators: City, Chamber	Schedule: 2005 2006 2007+	
			X	
Action 3.2	Develop a phased approach for the \$750,000 target fund development goal, breaking it into smaller targets tied to specific needs, i.e., equipment, construction, etc. Team Leader: John Resources Needed:	Collaborators: City, Chamber	Schedule: 2005 2006 2007+	
			X	
Action 3.3	Develop a donor campaign targeting individuals, groups within community and beyond. Include cash and in-kind donation requests. Team Leader: Resources Needed:	Collaborators:	Schedule: 2005 2006 2007+	
Strategy 4	Determine the potential for a teen center in the same facility as child care center			
Action 4.1	Identify specific opportunities for creating part time jobs and mentoring for teens. Team Leader: Resources Needed:	Collaborators:	Schedule: 2005 2006 2007+	
Strategy 5	Explore connections between the high school and the child care center			
Action 5.1	Identify ways H.S. youth can gain class credit for participating at child care center (formerly Cubby Preschool School). Team Leader: Resources Needed:	Collaborators: Marie Jones, CSC	Schedule: 2005 2006 2007+	

Strategy 6	Encourage businesses to create their own on-site child care center (Model: Dr. John Palmer) <u>Team Leader:</u> <u>Resources Needed:</u>	<u>Collaborators:</u> Marie Jones, CSC
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Strategy 7	Encourage community college to explore additional training programs for child care certification <u>Team Leader:</u> <u>Resources Needed:</u>	<u>Collaborators:</u>
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Youth Recreation/Child Care GOAL 3: Expand family recreational opportunities in Newport

Strategy 1	Develop a top quality community playground facility		
Action 1.1	Host an exploratory meeting with school district, parent associations, city, churches. <u>Team Leader:</u> <u>Resources Needed:</u>	Schedule: 2005 2006 2007+	
		<u>Collaborators:</u>	
Action 1.2	Explore the KABOOM program, a national initiative that helps communities develop quality play grounds. <u>Team Leader:</u> <u>Resources Needed:</u>	Schedule: 2005 2006 2007+	
		<u>Collaborators:</u>	

Strategy 2	Conduct needs assessment/feasibility study for new community pool		
Action 2.1	Organize a local project team to outline a project plan. <u>Team Leader:</u> City Parks & Recreation <u>Resources Needed:</u>	Schedule: 2005 2006 2007+	
		<u>Collaborators:</u> Swim Team, parents, senior citizens X	

<u>Transportation GOAL:</u> Improve transportation access and safety for all appropriate modes (ex: bike, auto, air)					
<u>Issue:</u> The need to reduce congestion on Hwy 101, improve access and enhance safety is a top community concern. A system of safe bike and pedestrian paths throughout Newport is a community priority.					
Strategy 1	Improve intermodal transportation service				
Action 1.1	Work with State of Oregon on ‘Connect Oregon’ project to gain better access to waterfront, airport and port terminals. <u>Team Leader:</u> Port <u>Resources Needed:</u> <u>Collaborators</u> City, Oregon Ports Group, OECDD (SPELL)			Schedule:	
				2005	2006 2007+
Strategy 2	Recruit commuter air service to Newport				
Action 2.1	Identify needed next steps and timeline. <u>Team Leader:</u> City <u>Resources Needed:</u> <u>Collaborators:</u> HMSC, commercial fishermen			Schedule:	
				2005	2006 2007+
Strategy 3	Explore potential feasibility of sustainable water taxi service				
Action 3.1	Identify needed next steps and timeline. Consider parking issues on the Bay Front. <u>Team Leader:</u> <u>Resources Needed:</u> <u>Collaborators:</u>			Schedule:	
				2005	2006 2007+

Strategy 4		Ensure existing or proposed roadway safety improvement projects are successfully completed		
Action 4.1	Implement Hwy 101 signal upgrades. <u>Team Leader:</u> City <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule: 2005 2006 2007+	
Action 4.2	Improve Hwy 101 traffic flow by relocating parking and adding left turn lanes: Fall to Hurbert St. <u>Team Leader:</u> City <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule: 2005 2006 2007+	
Action 4.3	Work to complete Harney St alternate route already planned. <u>Team Leader:</u> City <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule: 2005 2006 2007+	
Action 4.4	Work to complete improvements to provide alternative to Highway 101 and bike access (Nye & 15 th to Oceanview & 20 th). <u>Team Leader:</u> City <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule: 2005 2006 2007+	
Action 4.5	Encourage improvements on Benton St b/w 8 th & 10 th to pave existing gravel area, and behind middle school to Coos St. <u>Team Leader:</u> City <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule: 2005 2006 2007+	
Action 4.6	Create additional alternate rout on NE Luck Gap Rd by connecting roadway from 52 nd to 56h St. <u>Team Leader:</u> City <u>Resources Needed:</u>	<u>Collaborators:</u>	Schedule: 2005 2006 2007+	

Strategy 5	Improve public information system about county-wide emergency planning and evacuation steps			
Action 5.1	Identify ways to publicize emergency procedures.	Schedule: 2005 2006 2007+		
	<u>Team Leader:</u> <u>Resources Needed:</u>	<u>Collaborators:</u>		
Strategy 6	Create a Newport sidewalk master plan to identify priority areas for sidewalks and pedestrian paths			
Action 6.1	Work to ensure that all major residential & commercial remodeling and new construction projects be required to put in sidewalks (not just subdivisions).	Schedule: 2005 2006 2007+		
	<u>Team Leader:</u> City <u>Resources Needed:</u>	<u>Collaborators:</u>		
Action 6.2	Identify exemptions to sidewalk requirements and create a payment in lieu of sidewalks policy.	Schedule: 2005 2006 2007+		
	<u>Team Leader:</u> City <u>Resources Needed:</u>	<u>Collaborators:</u>		
Action 6.3	Identify appropriate width for commercial area sidewalks.	Schedule: 2005 2006 2007+		
	<u>Team Leader:</u> City <u>Resources Needed:</u>	<u>Collaborators:</u>		
Action 6.4	Create pedestrian path signage in selected areas for signaling distance, location, etc.	Schedule: 2005 2006 2007+		
	<u>Team Leader:</u> City <u>Resources Needed:</u>	<u>Collaborators:</u>		
Action 6.5	Complete the widening of Bay Blvd from Embarcadero, John Moore Rd to Vista Drive.	Schedule: 2005 2006 2007+		
	<u>Team Leader:</u> City <u>Resources Needed:</u>	<u>Collaborators:</u>		

Action 6.6	Complete sidewalk on Naterlin Drive (from Coast Guard Station to road under bridge). <u>Team Leader:</u> City <u>Resources Needed:</u>	Schedule: 2005 2006 2007+
	<u>Collaborators:</u>	
Strategy 7	Improve bike access and safety throughout Newport	
Action 7.1	Evaluate and make recommendations for safety, access and connectivity improvements to the Hwy 101 Oregon bike route system throughout city. <u>Team Leader:</u> Bike and Pedestrian Committee <u>Collaborators:</u> ODOT <u>Resources Needed:</u>	Schedule: 2005 2006 2007+ X
Strategy 8	Review and Update Transportation System Plan in 2008 <u>Team Leader:</u> City <u>Collaborators:</u> <u>Resources Needed:</u>	
Strategy 9	Review and Update Park System Master Plan for Bike and Pedestrian Improvements <u>Team Leader:</u> City <u>Collaborators:</u>	

Appendix A
Newport Action Planning Meeting Participants
January 5 and 6, 2005

City Beautification

James Bassingthwaite
Stan Bishop
Steve Dickinson
Roger M. Haley
Mark Jones
Richard Kilbride
Linda Neigebauer
Ester Pinto
Lee Ritzman
A.T. Ronan
Don Rowly
Jim Smith
Jerry Stokes
Janet Webster

Transportation

Steve Dickinson
Wendy Engler
Louise Gearin
Don Mann
Esther Pinto
Lee Ritzman

Housing

Bart Boyer
Tim Myrick

Drug Prevention

Bernice Barnett
Rob Bovett
Dennis Dotson
Barbara Dougherty
Shelia Flowers

Youth Rec/Child Care

John Baker
Chuck Cole
Stefanie Gatchell
Roger Haley
Betty Kamikawa
Bruce McCain
Coleen McNeill
Nina Roll

Education

Marsha Eckelman
Marie Jones
JD McMahan
Paula L. Priest
Mike Schulz
Gil Sylvia
Deborah Zirin

Appendix B

Newport Community Visioning Survey: 2004

Your Opinion Counts! The City of Newport and the Newport Chamber of Commerce are working jointly to update the community's long term vision and strategic action plan. Your input is vitally important to setting priorities for Newport's future. As a result of the 1999 visioning process, the following key accomplishments were made: new wastewater treatment plant, natural gas to South Beach, new boardwalk at the Bay Front, urban renewal improvements to Nye Beach, Performing Arts Center expansion, city beautification and clean-up projects, new recreation center, and state-of-the-art airport improvements. *Please take a few minutes to complete this anonymous survey that will be used to develop community goals and action plans. Fax this back to the Newport Chamber @ 265-5589 or mail to Marketek, 9220 SW Barbur Blvd., Suite 119-220, Portland OR 97219 by no later than October 15, 2004.*

I. Newport Today						
1. What are some of Newport's unique resources or attributes?						
2. What are the two most serious issues currently facing Newport and surrounding area? a. b.						
3. What do you think is the perception of local residents towards Newport as a place to work and conduct business?						
4. As an area resident, please indicate how you would rate Newport on the following factors. Please check <i>Not Sure</i> if you are unsure of your response.						
a. Education Quality	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure
b. Shopping & Services	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure
c. Job Opportunities	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure
d. Economic Growth	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure
e. Housing Options & Quality	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure

f. Parks & Recreation	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure
g. Health Care	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure
h. Municipal Services (sewer/water)	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure
i. Public Safety (fire/police)	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure
j. Utility Services (electric/gas)	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure
k. Port Services	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure
l. Community Arts & Culture	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure
m. Physical Image & Appearance	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure
n. Natural Amenities (climate, scenic beauty)	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure
o. Transportation (roads, airport, public transport.)	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure
p. Pedestrian & Bike Paths	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor	<input type="checkbox"/> Unacceptable	<input type="checkbox"/> Not Sure
Please comment on your reasons for rating any items above as 'poor or unacceptable.'						

5. Of the following community values and attributes, please check a total of 5 items that you feel are *most important* to advocate for and encourage in Newport:

Economy

- ☐ Employment opportunities are created
- ☐ Goods and services are available locally
- ☐ Residents support businesses by shopping locally whenever possible
- ☐ Local businesses understand their unique niche in the community and strive to serve the local market
- ☐ Local government encourages local businesses and promotes economic development

Quality of Life

- ☐ Traffic systems are workable and serve both businesses and pedestrians
- ☐ Public services (fire, police, transportation) are available and accessible
- ☐ The working waterfront is active with fishing and recreational tourism
- ☐ Recreational opportunities are abundant for people of all ages
- ☐ Arts and cultural opportunities are encouraged and supported
- ☐ Community aesthetics are valued and beautification efforts encouraged
- ☐ Quality health services are available
- ☐ Residents support quality education and lifelong learning

Development & Growth Patterns

- ☐ Our neighborhoods reflect distinct qualities and unique character
- ☐ Utility services are well maintained and expanded as needed
- ☐ Design ordinances for quality development are in place and enforced
- ☐ Development activity is clustered or concentrated in nodes
- ☐ Publicly-owned open space is protected

Please add any other values important to you.

II. Newport in the Future

6. What improvements or projects within Newport would you like to see in support of the values you've selected in the previous question? *Please list up to 3.*

7. What should residents be doing *right now* to improve the livability of Newport?

8. In dealing with future growth, what approach should Newport take?

☐ Aggressively encourage ☐ Encourage ☐ Be neutral/accommodate ☐ Actively discourage ☐ Discourage

9. As Newport continues to grow and change, what would you like to:

a. Keep the same or be sure to protect:

b. Change:

<p>10. What are Newport's two most important opportunities for future success?</p> <p>a.</p> <p>b.</p>
<p>11. Every community wants high quality, family wage jobs. What kinds of <i>specific</i> jobs would you like to see Newport attract? (Ex: manufacturing, professional service, retail, health care, technology, etc. <i>Be as specific as you can. When possible, please name companies, businesses or industries.</i>)</p>
<p>12. As you visualize a successful Newport in the next 10-15 years...</p> <p>a. What does Newport look like? (physical identity or image?).</p> <p>b. What is Newport known for?</p>
<p>III. Who You Are</p>
<p>13. Do you live within the City of Newport? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>a. If YES, how long have you lived in Newport? _____ years. If you moved here less than 5 years ago, what was the deciding factor(s) in your relocation?</p> <p>b. If NO, do you live in <input type="checkbox"/> Lincoln County <input type="checkbox"/> State of Oregon <input type="checkbox"/> Other</p>
<p>14. Do you work within the City of Newport? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>15. Please check your age:</p> <p><input type="checkbox"/> Age 13 & under <input type="checkbox"/> 19-24 years <input type="checkbox"/> 45-64</p> <p><input type="checkbox"/> 14-18 years <input type="checkbox"/> 25-44 <input type="checkbox"/> 65 or older</p>
<p>16. Please share any other comments about your vision for the future of Newport below or use a separate page.</p>

Thank you for participating!

Appendix C

Newport Community Visioning Survey: 2004 Summary of Responses

Total completed surveys: 487

1. What are some of Newport's unique resources or attributes? (440 responses)

Resources/Attributes	Number of Responses
Beach, ocean, bay front	157
Natural Beauty	51
Hatfield Center	43
Performing Arts Center/ culture	38
Fishing Industry	35
Aquarium	26
OCCC	13
Library, recreational center	9

2. What are the two most serious issues currently facing Newport and surrounding area? (452 responses)

Issues	Number of Responses
Poor economy/Lack of living wage jobs	157
Traffic/Sprawl/ Poor planning/ Aesthetics of 101	128
Drugs/Vagrancy/Homelessness	75
Decline in education quality	68
Water quality	46
Lack of recreation/ poor social services (e.g., health care)	35
Poor housing	15
Other: taxes too high; services not well funded; roads poor; community center a drain, etc.	None more than 10

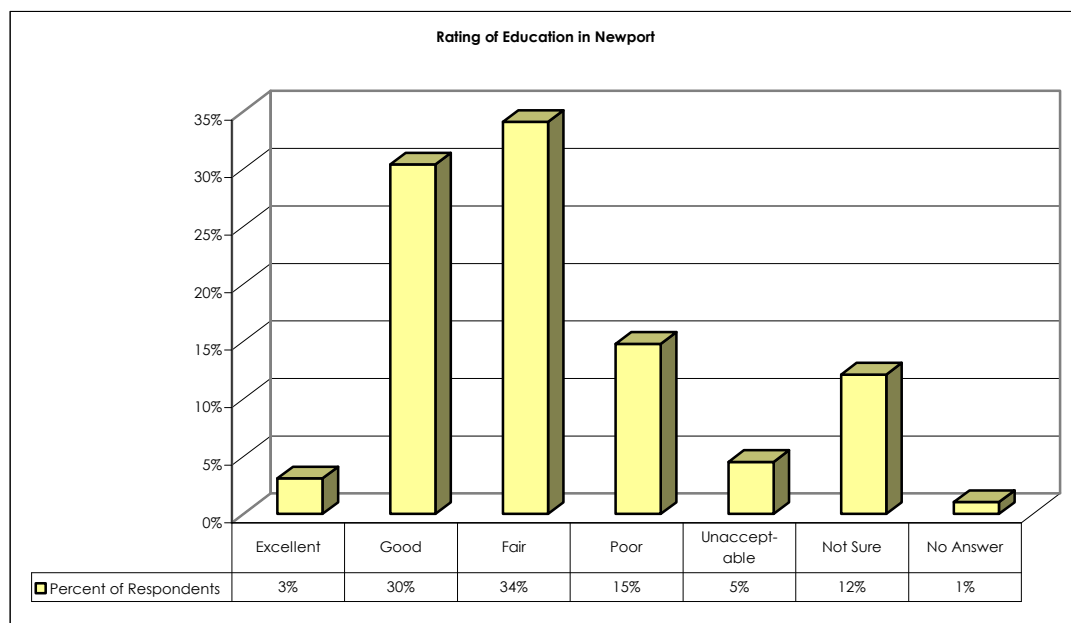
3. What do you think is the perception of local residents towards Newport as a place to work and conduct business? (354 responses)

Perceptions	Number of Responses
Needs Improvement/ Limited Opportunities	101
Good	67
Poor	67
Tourism-dependent	22
Outstanding	16
Bad for young people	10

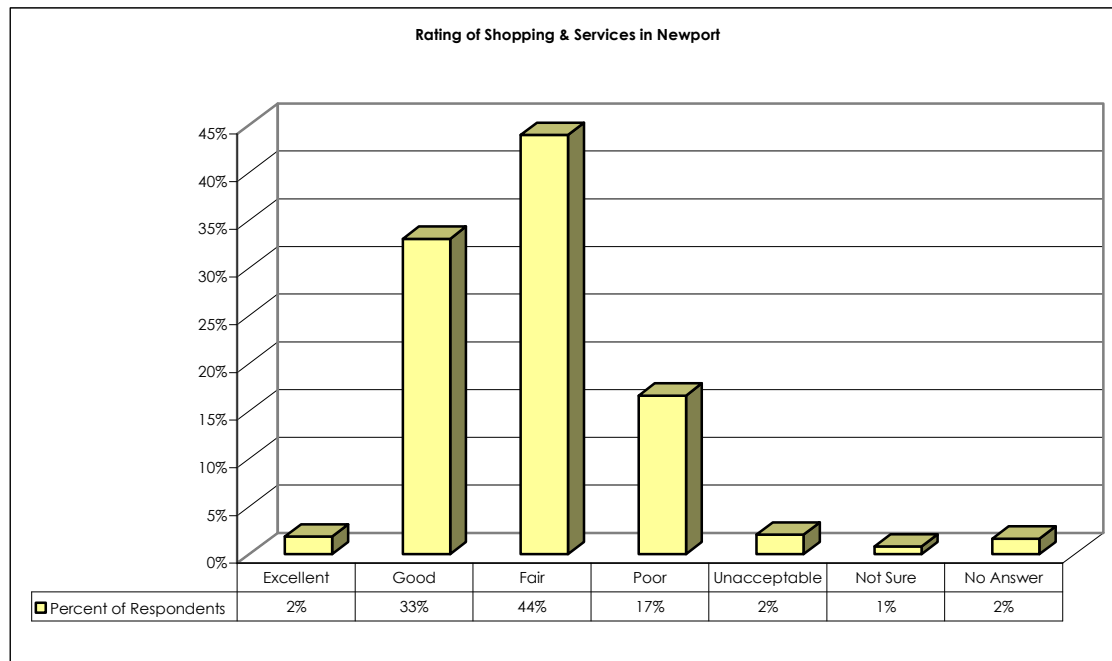
Note: Overall the responses were unfavorable. The responses between Needs Improvement/Limited Opportunities were virtually split down the middle between those who feel things are OK, but could be better, and those who feel the situation might be good for a select few but overall find that the business climate is not hopeful.

4. As an area resident, please indicate how you would rate Newport on the following factors. Please check **Not Sure** if you are unsure of your response.

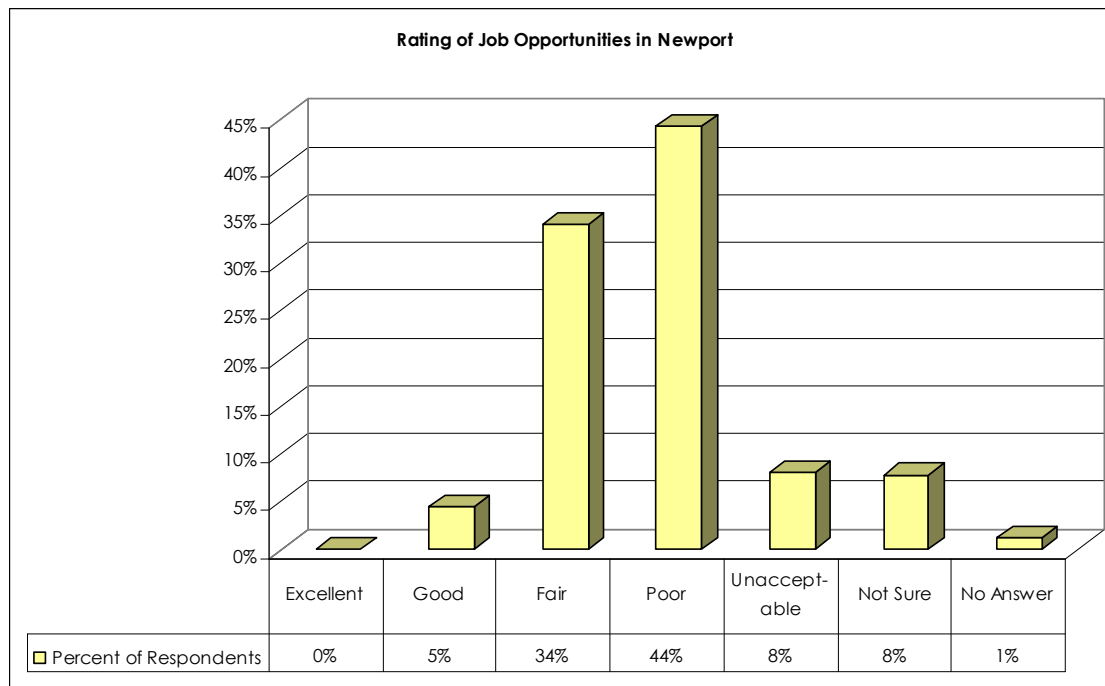
a. Education: 482 of 487 answered this question.



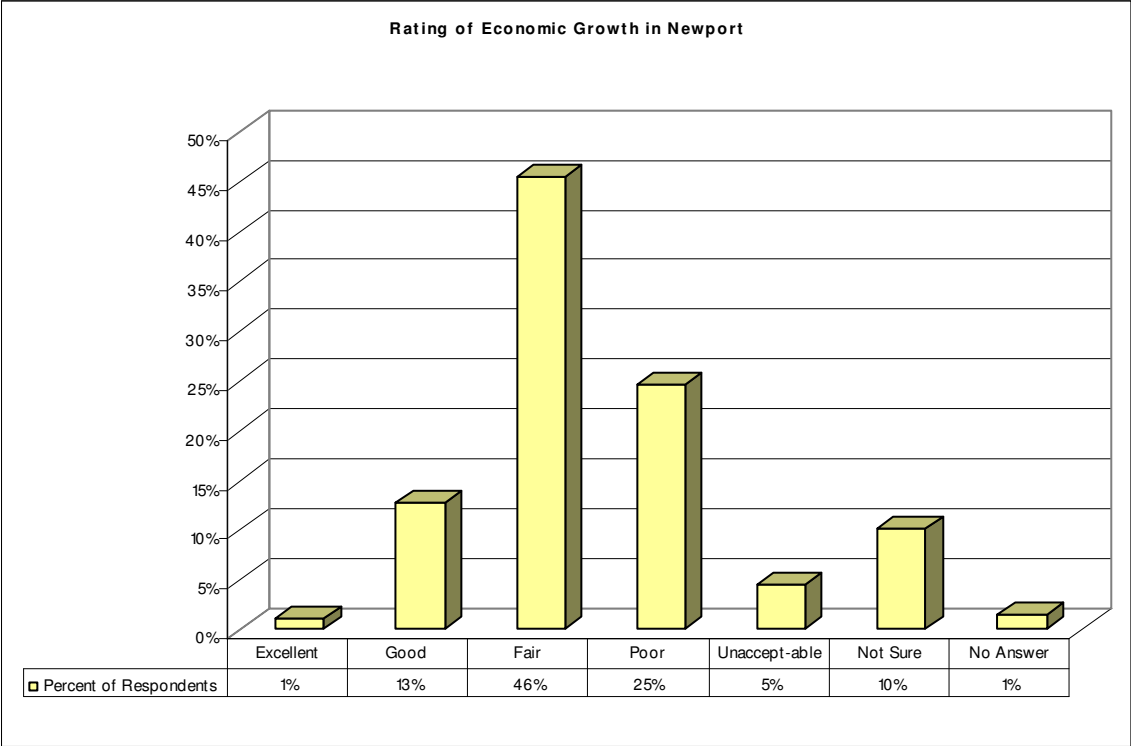
b. Shopping & Services: 479 of 487 answered this question.



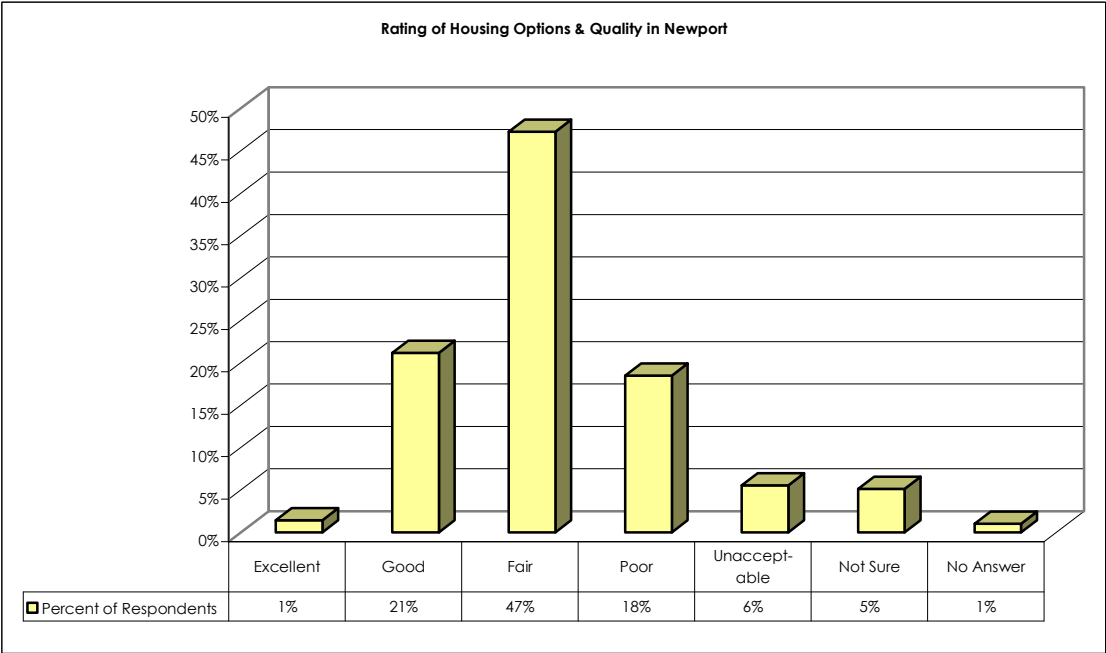
c. Job Opportunities: 481 of 487 answered this question.



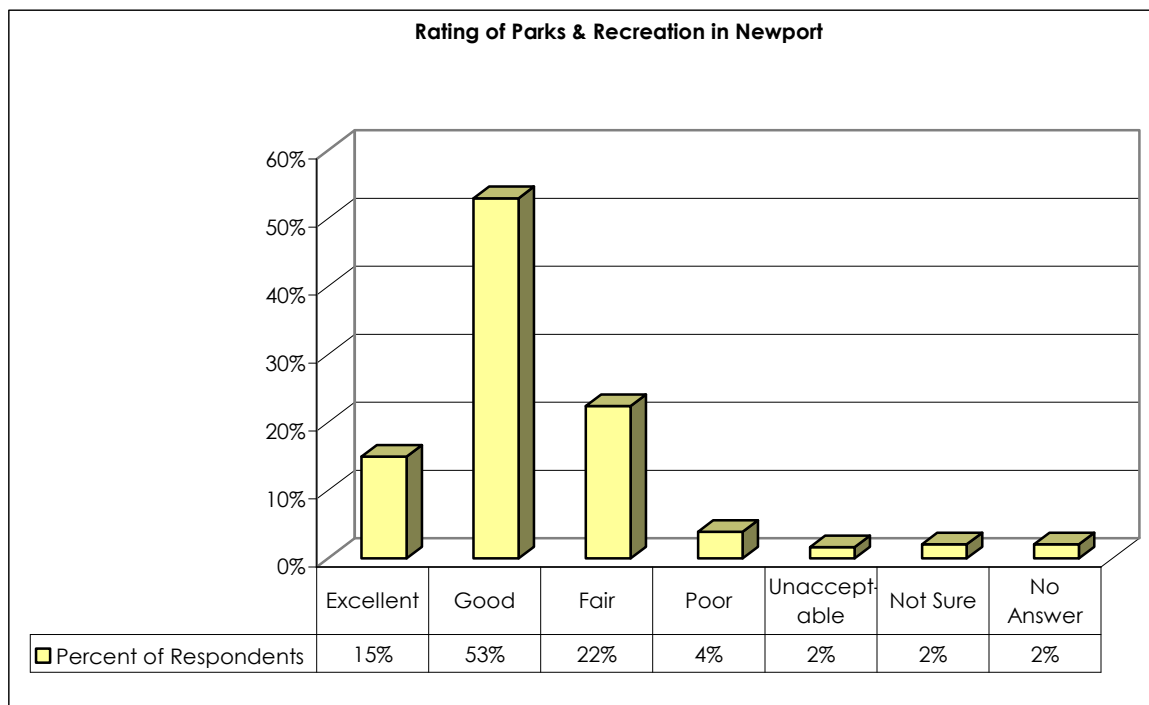
d. Economic Growth: 480 of 487 answered this question.



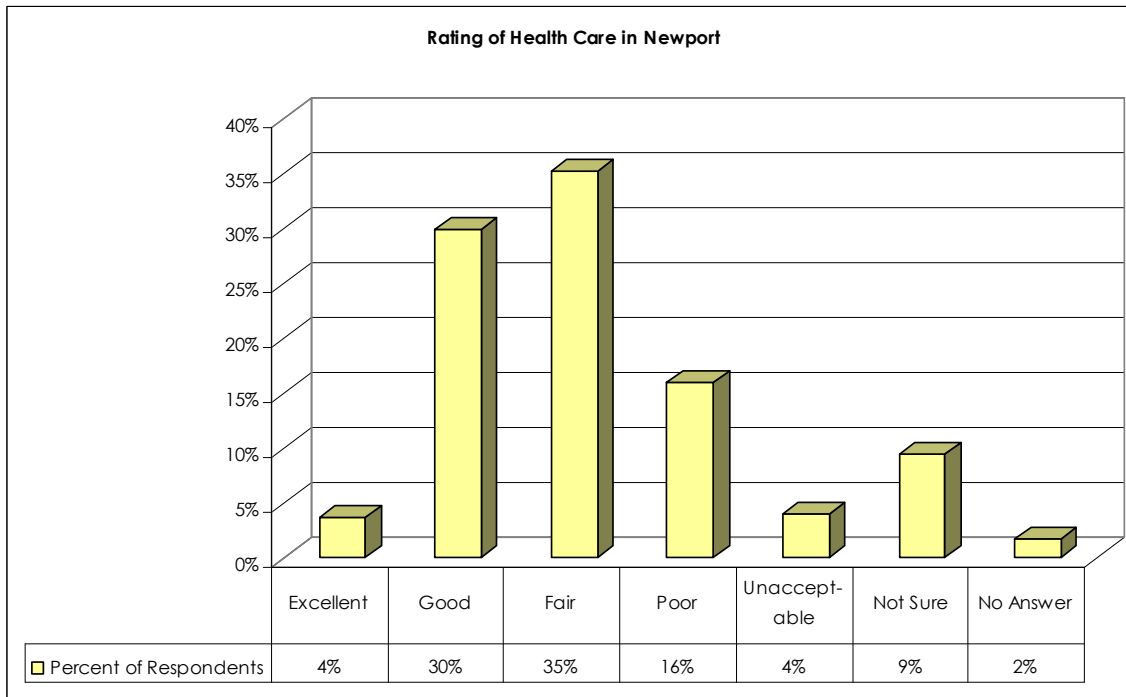
e. Housing Options & Quality: 482 of 487 answered this question.



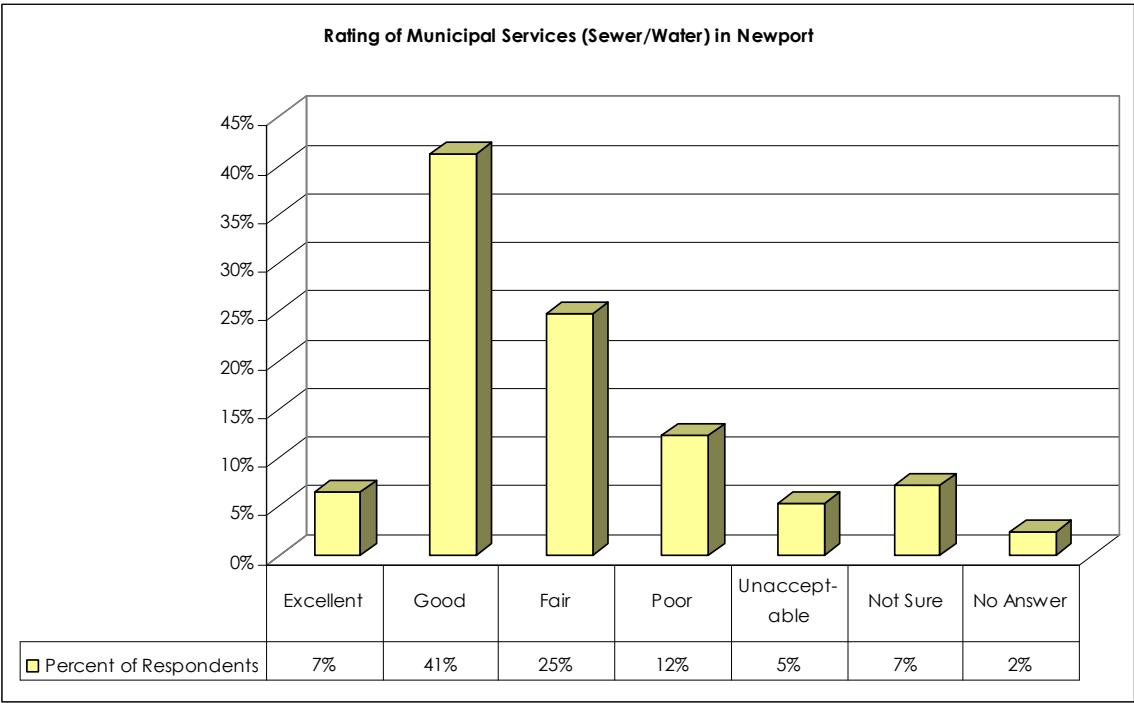
f. Parks & Recreation: 477 of 487 answered this question.



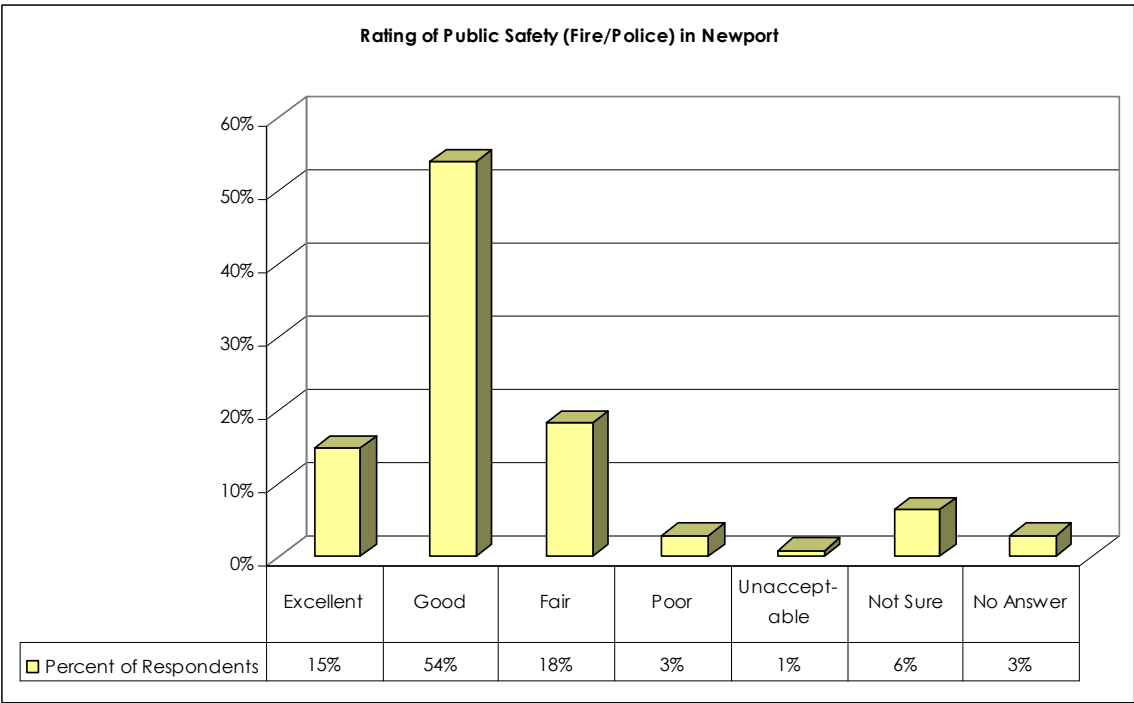
g. Health Care: 479 of 487 answered this question.



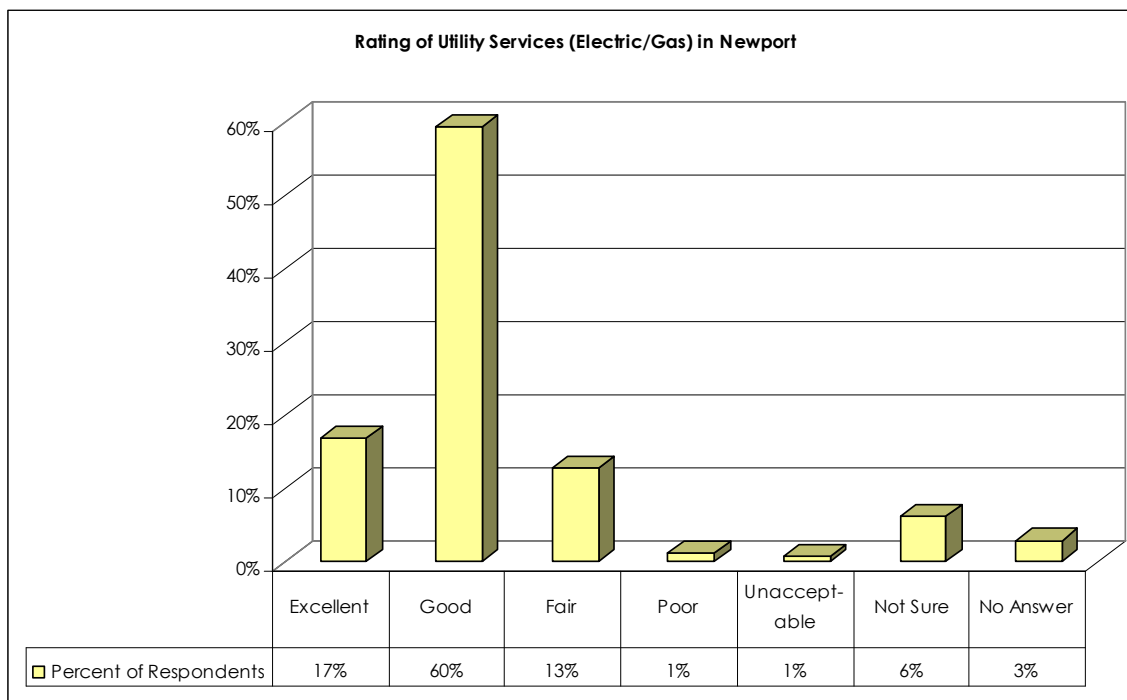
h. Municipal Services: 475 of 487 completed this question.



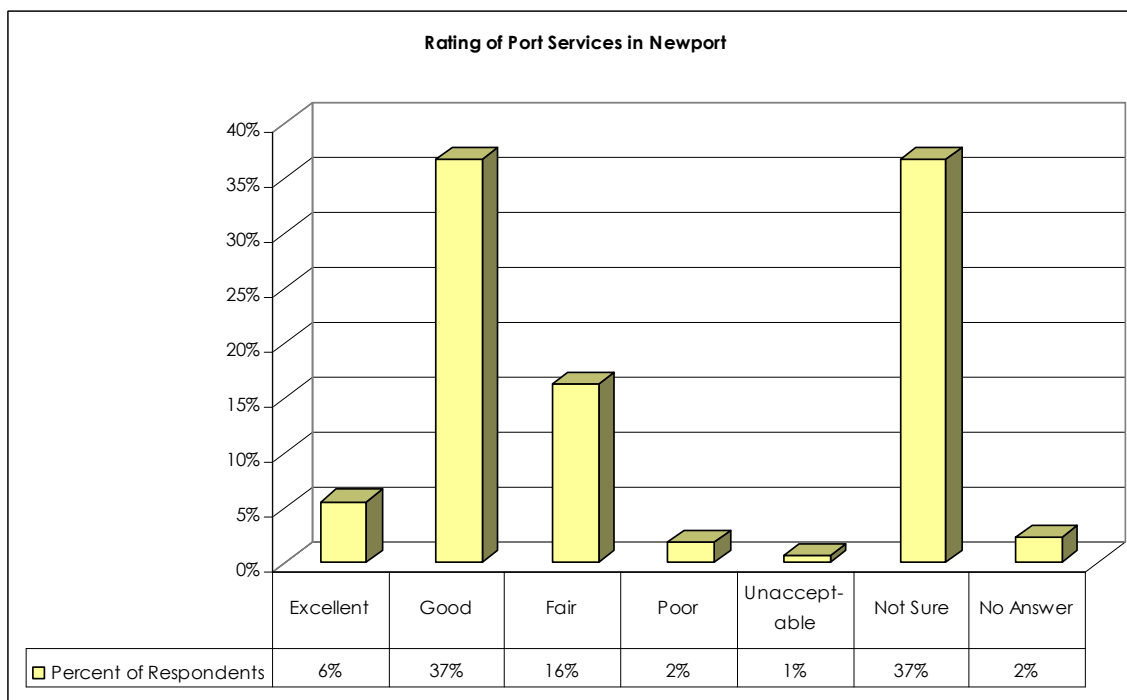
i. Public Safety: 473 of 487 completed this question.



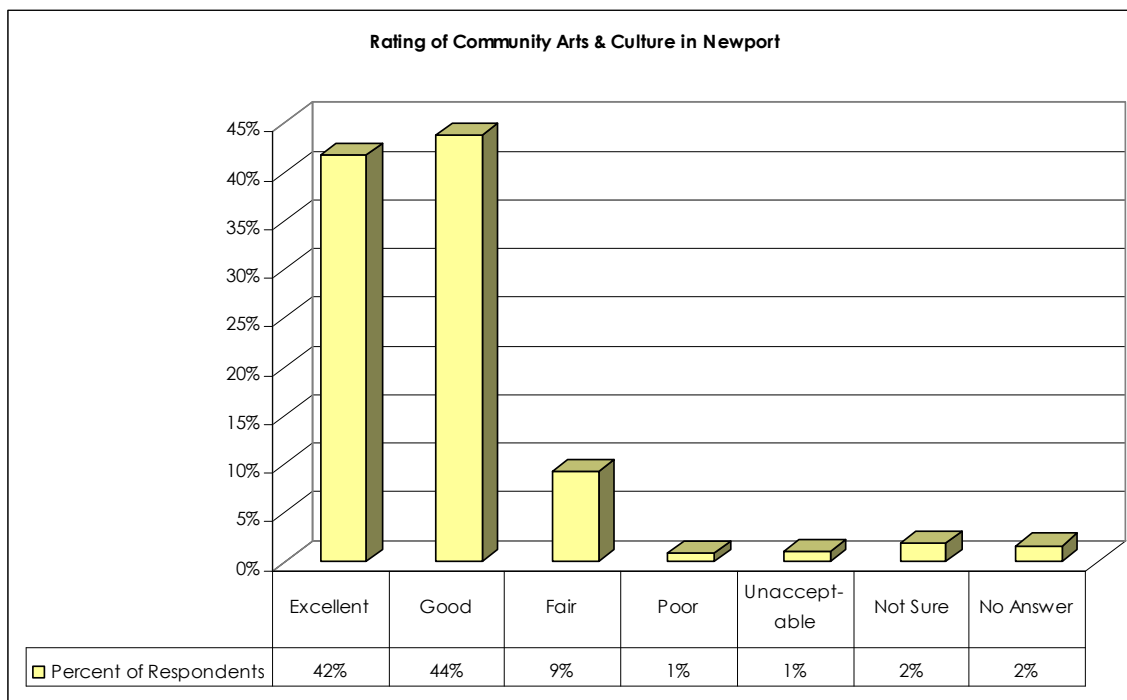
j. Utility Services: 473 of 487 completed this question.



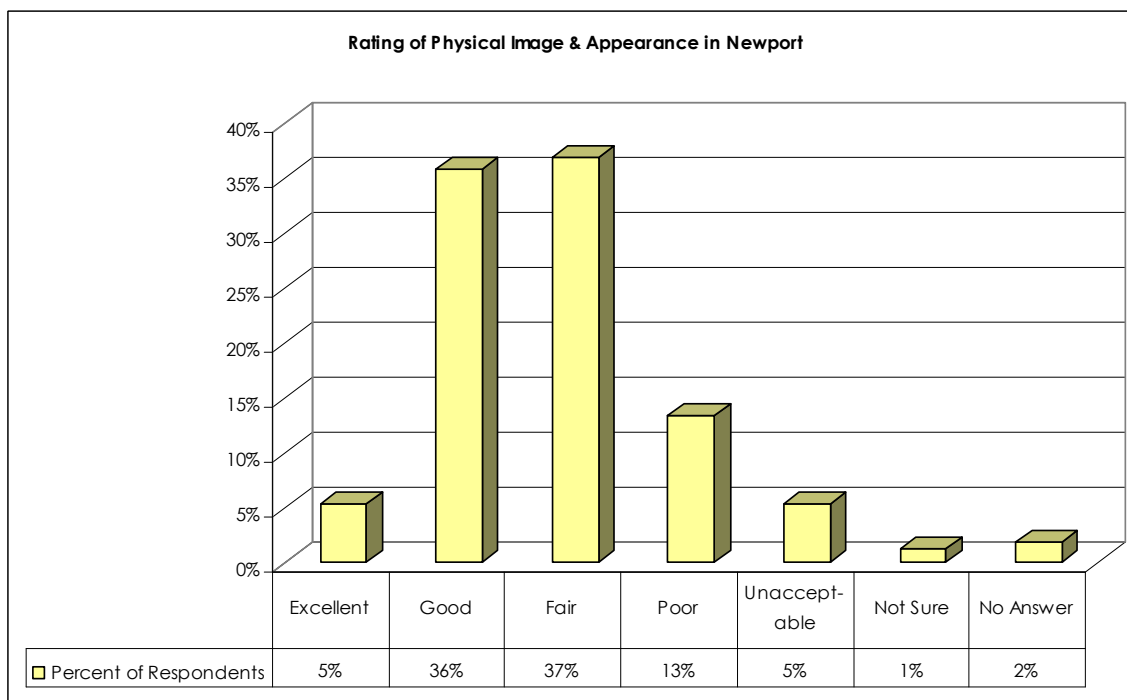
k. Port Services: 476 of 487 completed this question.



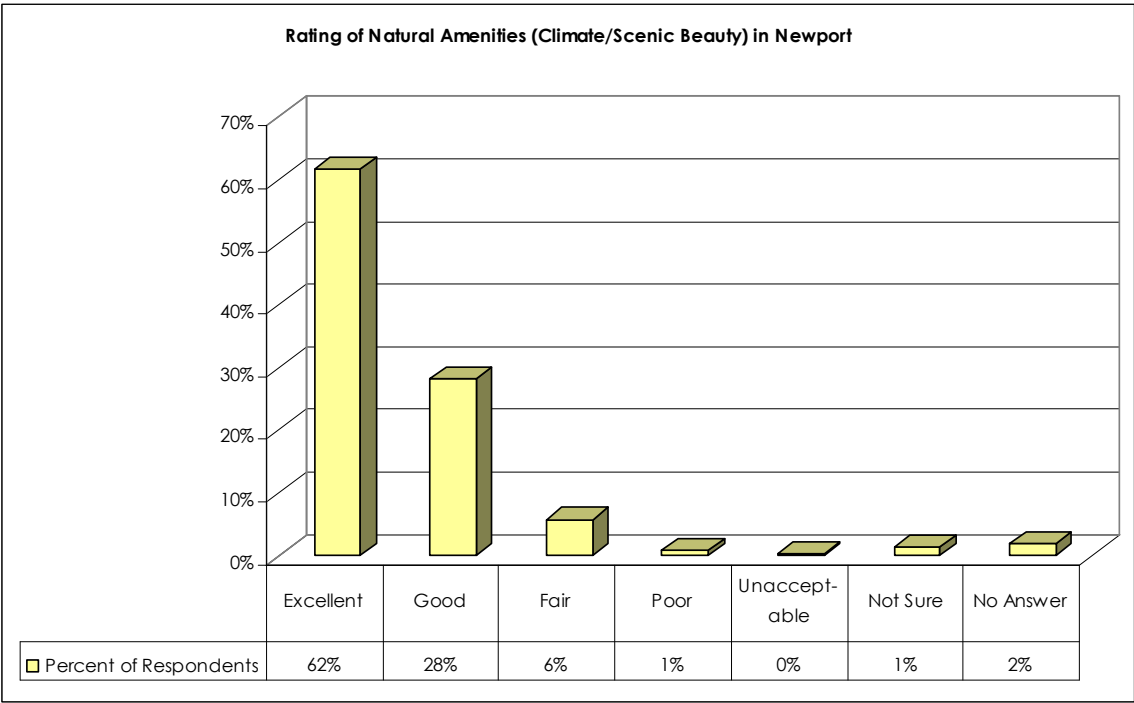
I. Community Arts & Culture: 479 of 487 completed this question.



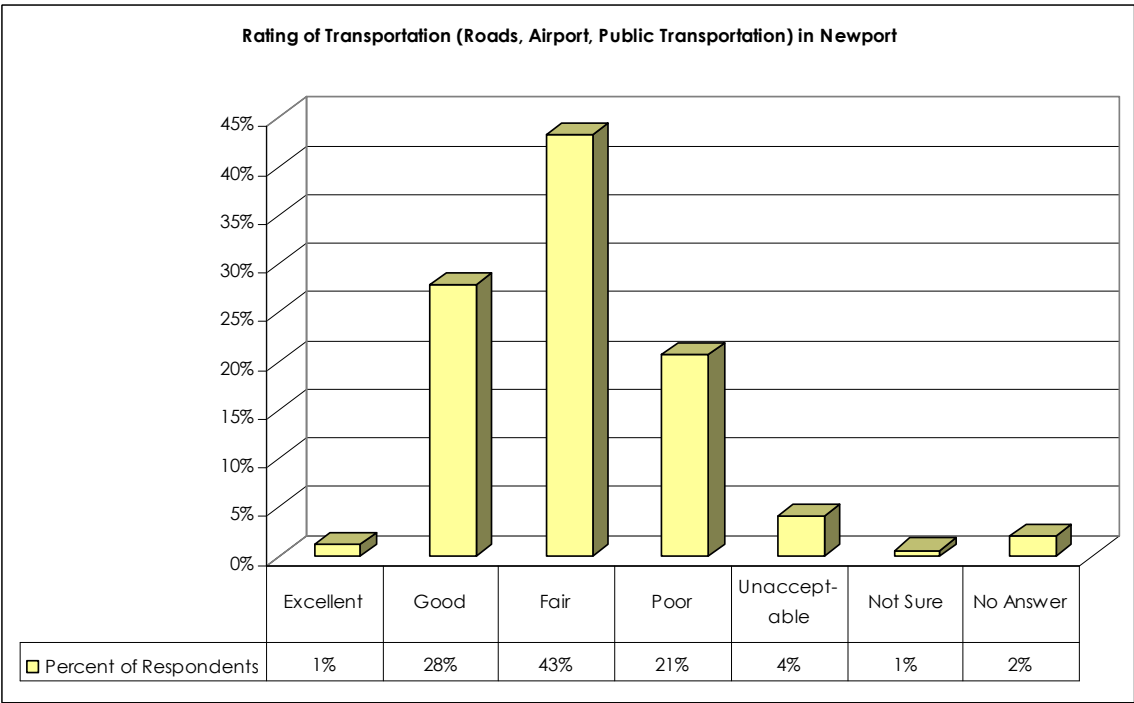
m. Physical Image & Appearance: 478 of 487 completed this question.



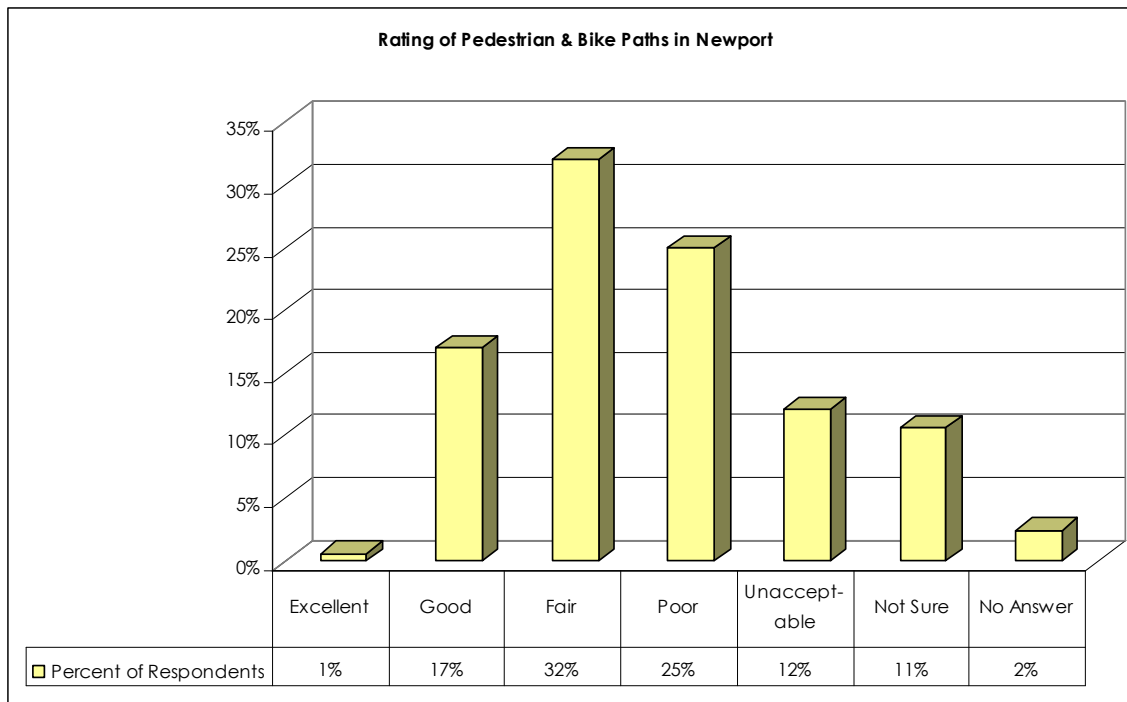
n. Natural Amenities: 478 of 487 completed this question.



o. Transportation: 477 of 487 completed this question.



p. Pedestrian & Bike Paths: 478 of 487 completed this question.



Please comment on your reasons for rating any items above as 'poor or unacceptable.' (333 answered this question.)

"Unless you can shop in the \$160K bracket or above, quality housing is not readily available. Most houses affordable by those in the service, fish processing, or science fields are old and/or poorly constructed."

"Newport's main street (101) is extremely unattractive; nothing but asphalt and pavement spread over several miles along the highway. It has a very industrial appearance. The Nye Beach and bay front areas are very pleasing aesthetically (hurrah for the improvements there!), but you have to know where they are. The average visitor, upon driving through Newport, would probably think of it as just another coastal strip town. When I return to Newport after visiting such towns as Astoria or Cannon Beach, I cringe at how ugly my own home town really is."

"Pedestrian & Bike Paths: Do I even need to explain? There aren't any. Start at Wal-Mart and ride your bicycle down Highway 101 to the Oregon Coast Aquarium and it will become abundantly clear. I have done this and found it to be extremely unpleasant, not to mention highly dangerous. Newport is not only unwelcoming to cyclists and pedestrians (again, with the exception of the Nye Beach and bay front areas), it's downright dangerous."

"Too many part-time, no benefit jobs being supplemented by social services that are underfunded."

"High rents are being charged for substandard housing knowing that large # of people will squeeze into small places in order to make the rent. -out extreme natural beauty has been reduced in many areas by bulldozer parking lots."

"Need long term vision! City overlooks education needs. The greatest effort has gone to planning an events center and spending federal funds on frivolous projects like the white palace (new city hall) and the light posts at Nye beach. Meanwhile the water is horrible, sewer rates are ridiculous and meth is the biggest businesses around. Use fund to increase quality of life for permanent residents."

"Physical image is poor. Signage along 101, and junk around the city suggests little pride by citizens, and perhaps poor enforcement of ordinances by city. Pedestrian and bike paths are very poor, with bikes forced to be on roadway, and lack of sidewalks in many areas, also poor paving and inadequate street alignments in many places leading to confusion."

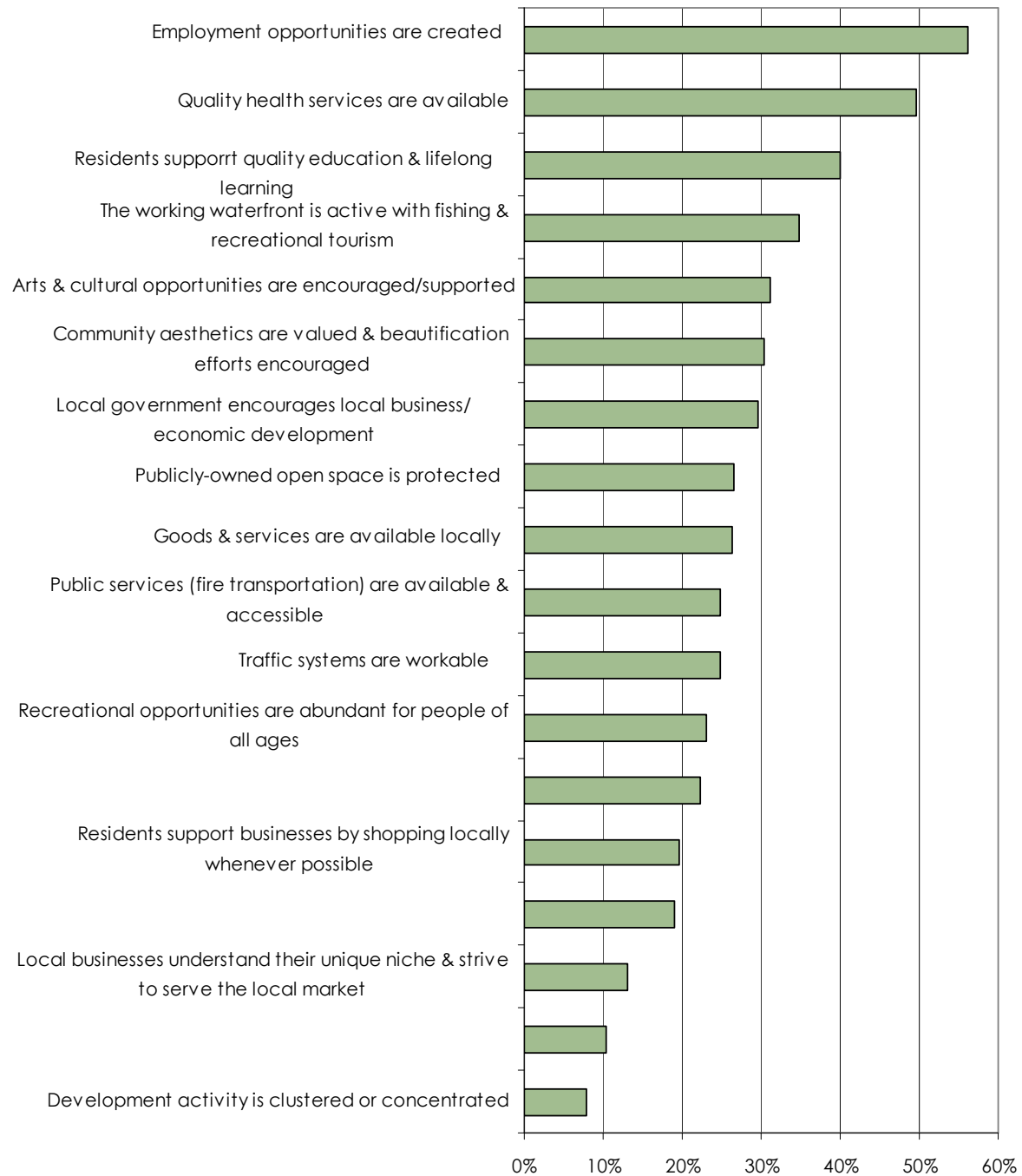
"Healthcare is very limited and poor quality. It is difficult to get a local doctor and have to go to Corvallis for specialty services."

"There are no greenways for bicycles or pedestrian traffic. Traffic makes riding to work dangerous. Town could use some open markets, cafes and unique things. Too many cheesy souvenir shops, need more opportunity for shopping."

5. Of the following community values and attributes, please check a total of 5 items that you feel are *most important* to advocate for and encourage in Newport. 460 of 487 answered this question.

The percentage responses exhibited in the chart that follows are based on the 460 respondents to the question.

Most Important Values and Attributes to Encourage in Newport



6. What improvements or projects within Newport would you like to see in support of the values you've selected in the previous question? Please list up to 3.

Newport's three big issues recur in responses to this question: 1. Aesthetics, 2. Business Development/Decent Jobs and 3. Road Quality/Traffic. More mention of youth activities appears in this section than in earlier open-ended questions. Education and health care are lightning rods. Other issues range from developing brownfield sites to opening a tattoo parlor.

7. What should residents be doing *right now* to improve the livability of Newport?

Response	Number of Responses
Clean Up/Beautify	99
Community Involvement/volunteerism	47
More open government/better communication	27
Support schools	27
Support local businesses	21
Address drug and alcohol problem	13

In terms of immediacy, the survey shows that people consider the appearance of the city to be something that should and can be addressed. In this question, the issue of community involvement and good citizenship become important concerns, and more direct desire for citizen interaction with city leadership is expressed. School funding also is seen as something to address *right now* (probably in relation to bond issue in November election.)

"Keep cleaning up the city. We are doing well but need to continue. It makes a big difference. Also, continuing with the meth cleanup because that's just plain scary."

"The new college will upgrade the area educationally but we need to deal with this dead part of uptown that also has a wonderful opportunity for future development. Everyone on 101 that goes through town goes through this corridor and they sit often 2 or 3 lights at Hurburt and 101 and have plenty of time to look around. The area of the old college could be developed into a real asset."

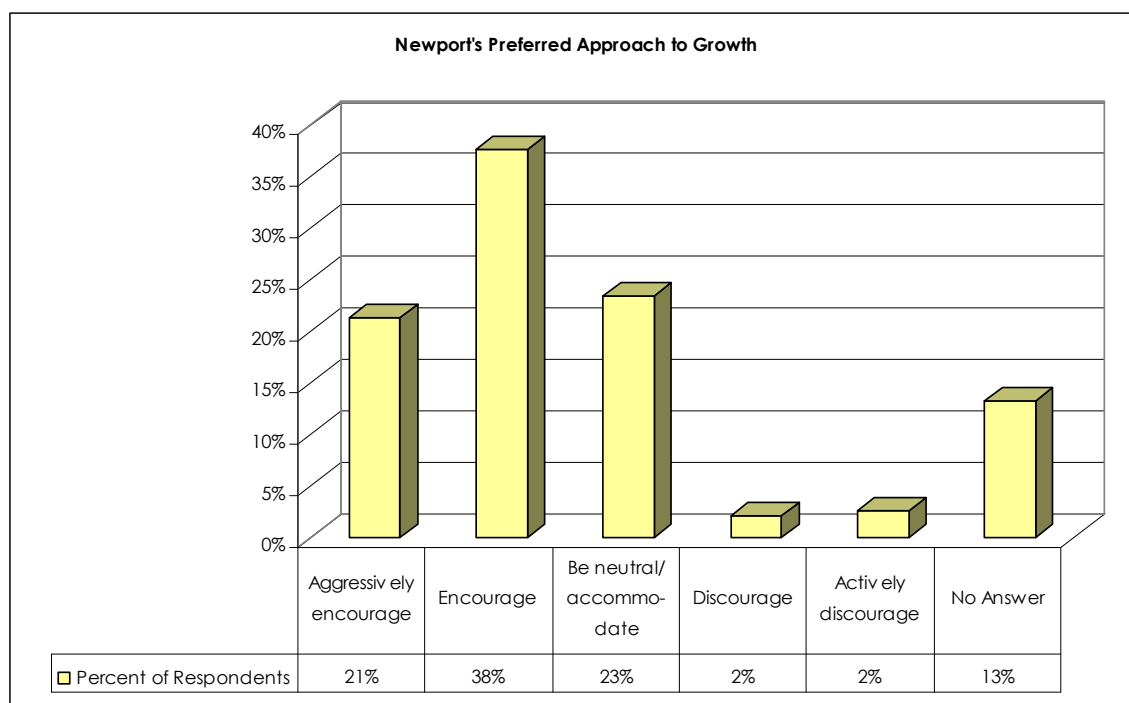
"I've had alot of experience with Samaritan and have been pleased - lived through it all just fine. We really need to look at education both at K through 12 as well as OCCC - both are the future of the county and both need help succeeding. I know many who have moved away because of education alone. Loved it here but moved to better education areas for their children's future."

"A key to success is--Get to know your neighbors. Build supportive friendships. Many people here are transplants who feel shut out of the local "society". Although most people here are friendly, there is a core of snobbery (whatever for, I can't imagine) that keeps newcomers at arms length. ...I just know that to be the best community on the coast, we have to work together, trust each other and share our efforts toward success."

"Actively supporting a cohesive vision of Newport and future--including knowledge about how to make Newport attractive to our children."

"Everyone needs to take care of their yards and homes. Shop locally whenever possible. Call the city whenever they observe suspected illegal activity (e.g. drug dealing) or abandoned cars. Support local law enforcement and drug treatment to greatly reduce the meth problem and alcohol abuse."

8. In dealing with future growth, what approach should Newport take? 423 out of 487 answered this question.



9a. As Newport continues to grow and change, what would you like to keep the same or be sure to protect? 353 out of 487 answered this question.

Keep the same <i>Like responses are grouped below</i>	Number of Responses
Ocean/beach access	78
Bayfront	32
Parks	16
Small town feel	29
Unique culture/history	23
Quality of Life	5
Natural Beauty	32
Forests	7
Environment	7
Lighthouses	4

9b. As Newport continues to grow and change, what would you like to change or improve? 335 out of 487 answered this question.

Change/Improve	Number of Responses
Attractiveness	54
Traffic	38
Education and youth recreational activities	29
Planned development/avoid sprawl	15
Jobs/Homelessness	10
Housing costs; concern for the environment; bike lanes; need mall; public involvement; provincialism	Multiple responses; <i>None more than 10</i>

10. What are Newport's two most important opportunities for future success? 380 out of 487 answered this question.

Tourism was by far the most common response (56 references). Interestingly, the next most important opportunity was seen as the growth and development of the Community College (27 responses). There appears to be a correlation between this opportunity and increased educational opportunities through the Hatfield Marine Center (19 responses). The HMSC is seen as a much more viable resource in this respect than the Aquarium.

The fishing industry, with a mix of commercial and recreational emphasis was cited 24 times. There were also 24 references to the convention center and/or cultural activities. Education and natural beauty were each mentioned 18 times.

11. Every community wants high quality, family wage jobs. What kinds of *specific* jobs would you like to see Newport attract? (Ex: manufacturing, professional service, retail, health care, technology, etc. *Be as specific as you can. When possible, please name companies, businesses or industries.*) 345 out of 487 answered this question.

Jobs	Number of Responses
Health Care	66
Retail	56
Light/sustainable manufacturing	54
Technology	48
Professional services	18
Education	16
Marine Research	13
Restaurant	11

Specific companies mentioned: Home Depot (21), Costco (15), Hatfield/OSU (11), Target (4), OCC (4), GP Toledo (3), shoe store (3), Hewlett Packard (2) Nike (2).

12. As you visualize a successful Newport in the next 10-15 years, *What does Newport look like? (physical identity/image?)*

382 of 487 responses to this question.

Identity/Image	Number of Responses
Cleaner	73
Small beach town	18
Same	17
Beautiful	15
Unique/upscale	13
Poor/boring/dilapidated	13
Bigger	12
Natural beauty	13
Less traffic	5
Fishing community	5

What is Newport known for? 412 of 487 responses to this question.

Known For	Number of Responses
Beach/Ocean	70
Fishing	52
Bayfront	46
Tourism	46
Culture	38
Aquarium	29
Seafood	28
Scenic Beauty	28
Friendliness	22
HSMC	18

13. Do you live within the City of Newport? 453 out of 487 answered this question.

326 live in the City of Newport; 127 do not.

a. If YES, how long have you lived in Newport? (337 answered this question.)

The *average* time respondents have lived in Newport is 15 years; the *median* is 11 years.

If you moved here less than 5 years ago, what was the deciding factor(s) in your relocation? (82 responses)

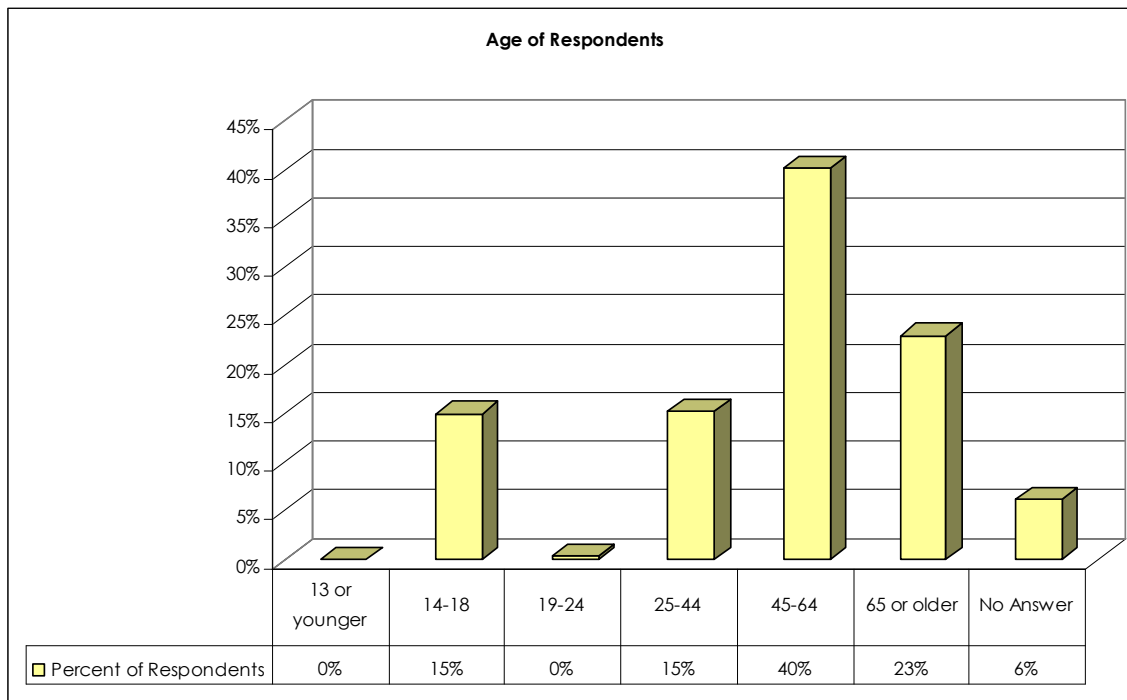
Deciding Factors	Number of Responses
Job	19
Live by ocean	18
Small town/friendly/safe	13
Family	8
Beauty	5
Climate	5
Culture	4

b. If NO, do you live in Lincoln County? 111 Elsewhere in State of Oregon? 11 Other? 4

14. Do you work within the City of Newport? 374 of 487 answered this question.

229 answered Yes; 145 answered No.

15. Please check your age: 457 of 487 answered this question.



16. Please share any other comments about your vision for the future of Newport below. THANK YOU for completing this survey!

This question attracted lots of comments about specific needs—Red Robin, Olive Garden and Quizno’s appeared frequently.

"I like the way Newport has been able to maintain some dignity and not sell out to cheap, flashy, discount tourist traps. Thank you city planners."

"Youth should have a say and be encouraged in the growth of the town. We should have gardens in every school. Youth should be encouraged to help plan and implement the physical improvements - painting and planting, doing murals... Integrate some of the suggestions of the Community Health Improvement Project into the city's vision."

"Complaints are always the same and there is no vision within the city council. Working 2-3 part time jobs, as many residents do in order to make a living is not right. rents are too expensive and if we are going to be tourist oriented than we need to support more fisherman."

"The community is about to be divided up between politically and ideological motivated interest groups. This would be a disaster for the future of Newport, as it has proven to be in many other Oregon communities. Somehow, influential organizations like the City, Chamber, Port, School District, Health District, etc., need to agree on a big-picture strategy which can reunite the community and refocus on a common theme for the future."

"Actually - we just moved north of Newport two months ago, but have lived in the area for the past 3 years - and work and go to church here. We love the climate and the scenery, but are frustrated by the lack of jobs and availability of "normal" supplies - end up going to Albany, Salem, or Portland to buy goods. My husband took a significant pay cut to move here, and we knew that would happen, however, most people cannot take a pay cut to move to the coast - so it limits "middle class" people from moving here."

"I think if Newport and Lincoln County in general fail to support education for all its citizens and as an industry draw, we will continue to deal with a workforce that cannot even meet the needs of the local tourist industry. And we will continue to have a large illegal drug problem."